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Work programme of the United Nations Human Settlements Programme and budget of the United Nations Habitat and Human Settlements Foundation for the biennium 2016–2017

Proposed work programme and budget for the biennium 2016–2017

Report of the Executive Director

Summary

The present report sets out the proposed work programme of the United Nations Habitat and Human Settlements Foundation for the biennium 2016–2017, which is based on the approved six-year strategic plan 2014–2019 as well as the strategic framework 2016–2017. The work programme was prepared in accordance with the support guide issued on 10 October 2014 by the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts of the Secretariat.

The Executive Director recommends that the Governing Council of the United Nations Human Settlements Programme approve the work programme of the United Nations Habitat and Human Settlements Foundation for the biennium 2016–2017, as proposed in the present report.

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I. Introduction

A. Background

1. The present document outlines the overall process and main parameters of the biennial draft work programme and budget for 2016–2017. The proposed programme of work for the biennium 2016–2017 is derived from the United Nations Human Settlements Programme (UN-Habitat) strategic plan for 2014–2019 and the strategic framework for 2016–2017. It was developed against the backdrop of significant changes in the international development environment, including growing recognition of the important role of sustainable urbanization in driving sustainable development. The first ever integration segment of the Economic and Social Council, held in May 2014, focused on sustainable urbanization and underlined the transformative power of sustainable urbanization in achieving sustainable development. As part of the post-2015 development agenda, in July 2014 the Open Working Group on Sustainable Development Goals proposed as a stand-alone sustainable development goal to "make cities and human settlements inclusive, safe, resilient and sustainable" (see A/68/970 and Corr.1). The Secretary-General's Climate Summit, held in September 2014, also designated "cities" as one of the priority action areas. UN-Habitat has also embarked on broad mobilization of Habitat Agenda partners around the New Urban Agenda through the World Urban Campaign.

2. Within the United Nations system, UN-Habitat presented a policy paper in October 2014 entitled "Urbanization and sustainable development: towards a new United Nations urban agenda" (CEB/2014/HLCP-28/CRP.5) to the High-level Committee on Programmes of the United Nations Chief Executives Board for Coordination. The paper highlights the transformative way in which urbanization can be harnessed to enhance economic growth and productivity, wealth and State-building, and proposes a United Nations system-wide approach to the implementation of the sustainable urbanization dimensions of the post-2015 development agenda and the outcome of the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and a framework for cooperation and policy coherence in the area of sustainable urbanization.

3. In order to strengthen application of results-based management, ownership and accountability, the work programme and budget for 2016–2017 was prepared in a participatory manner culminating at a senior management retreat held in October 2014. The retreat, which included senior managers from headquarters and regional and liaison offices, also discussed ways to enhance coordination and coherence through closer programme coordination between the different subprogrammes that builds upon the integration forged between normative and operational activities. Particular attention was paid to strengthening programme delivery, including:

(a) Reflecting the emerging debate on the New Urban Agenda and ensuring that the cross-cutting issues of gender, youth, climate change and human rights are reflected to the greatest extent possible in all subprogrammes;

(b) Expanding multidimensional programmes, at both country level and regional level, to deliver results at scale;

(c) Enhancing relationships with national and local governments and development partners and promoting greater national ownership through joint development of Habitat country programme documents;

(d) Strengthening resource mobilization to cover underfunded aspects of the programme as measured by strategic impact and portfolio, including consolidation of work programme activities, to allow for larger-scale programmes, particularly in view of the declining contributions to the Foundation general purpose fund;

(e) Deepening and increasing partnerships with United Nations agencies and other non-governmental partners for impact and delivery at scale;

(f) Enhancing management tools and business processes to support project management and efficient delivery, including Umoja;

(g) Strengthening monitoring and evaluation and reporting of results achieved and impact made on the livelihoods of the organization's beneficiaries.

B. Programme overview

4. The United Nations Human Settlements Programme (UN-Habitat serves as the focal point for the implementation of the human settlements programme within the United Nations system. The mandate of UN-Habitat derives from the Habitat Agenda, adopted by the United Nations Conference on Human Settlements (Habitat II), held in Istanbul, Turkey, in 1996. The twin goals of the Habitat Agenda are adequate shelter for all and sustainable human settlements development in an urbanizing world. The UN-Habitat mandate is also derived from General Assembly resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly transformed the United Nations Centre for Human Settlements (Habitat) into UN-Habitat and the Commission on Human Settlements into the Governing Council of UN-Habitat.

5. The mandate of UN-Habitat is further derived from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration (General Assembly resolution 55/2), in particular the target on achieving a significant improvement in the lives of at least 100 million slum dwellers by the year 2020 and the target on water and sanitation of the Plan of Implementation of the World Summit on Sustainable Development, which seeks to halve, by the year 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation.

6. In its resolution 24/15, the Governing Council of UN-Habitat adopted the strategic plan for the period 2014–2019, which will be implemented through three successive biennial strategic frameworks and programme budgets, for 2014–2015, 2016–2017 and 2018–2019. The strategic direction of the framework would be derived from the post-2015 development agenda, once approved by the General Assembly, and from the outcome of Habitat III, scheduled to take place in 2016.

7. Cities are facing unprecedented demographic, environmental, economic, social and spatial challenges. There has been a phenomenal shift towards urbanization, with more than 50 per cent of humanity now living in urban areas and 6 out of every 10 people in the world expected to be residing in urban areas by 2030. In the absence of effective urban planning, one of the most significant challenges today and in the next few decades is how to address the housing, water supply and sanitation needs of the rapidly urbanizing population.

8. Climate change, a significant environmental challenge, poses a serious threat to sustainable urbanization, with cities contributing significantly to global warming and up to 70 per cent of the world's total greenhouse gas emissions. Experience shows that most cities in developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, or to build the resilience necessary for effectively responding to climate change-related and other disasters.

9. Waste management and sanitation is another major environmental concern. Managing the built environment while coping with environmental pollution and degradation has become a major challenge in the cities of developed countries and an overwhelming one for many cities in the developing world, with fewer than 35 per cent of them able to treat their wastewater.

10. Owing to the global economic crisis that started in 2008, urbanization is taking place within the context of a relatively weakened global economy, with reduced investment prospects in some parts of the world. The slump in economic growth could adversely affect slum upgrading and prevention programmes, urban renewal and poverty-reduction initiatives, which traditionally rank low in priority, and seriously threaten the possibility of achieving the targets of the Millennium Development Goals. However, some countries, including many in Africa, have experienced positive economic growth in recent years, thus opening up opportunities for planned urbanization to contribute significantly to sustainable development.

11. Social challenges reflect the impacts of the demographic, economic and possibly environmental factors and include increasing levels of poverty within urban areas, the proliferation of slums, increasing levels of inequality and rising crime rates. Although urbanization brings with it many problems, it also offers many opportunities for the diversification of strategies to mitigate and adapt to climate change, especially through urban planning and design.

12. In addressing these challenges in line with the strategic plan, UN-Habitat will implement its programme of work through its thematic branches and regional offices. In that respect, the thematic branches and regional offices that are coordinated by the Programme Division will implement the following seven subprogrammes:

Subprogramme 1: Urban legislation, land and governance

Subprogramme 2: Urban planning and design

Subprogramme 3: Urban economy

Subprogramme 4: Urban basic services

Subprogramme 5: Housing and slum upgrading

Subprogramme 6: Risk reduction and rehabilitation

Subprogramme 7: Research and capacity development

13. The main strategies that UN-Habitat and partners will employ in addressing the human settlements and urbanization challenges include advocacy efforts to raise awareness on sustainable urbanization issues; providing evidence-based policy advice; building capacities; developing tools, norms and standards based on best practices; implementing demonstration projects; and providing assistance to Governments, local authorities and other public institutions responsible for urban issues. Through its outreach and communications strategy, UN-Habitat will complement those efforts in order to increase public knowledge and strengthen existing partnerships.

14. Subprogramme 1, Urban legislation, land and governance, will provide policy and operational support to Governments and cities with respect to governance, legislation and land. Building on the experience of the Global Land Tool Network and in partnership with local government organizations, UN-Habitat will address existing urban land problems and opportunities as requested by Member States and also support the development of adequate legislation and governance models for inter-municipal cooperation. In addition, it will promote the international guidelines on decentralization and strengthening of local authorities and on access to basic services for all, as well as social inclusion and participation.

15. Subprogramme 2, Urban planning and design, will provide city and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at different scales, that is, the slum and neighbourhood, city, regional, national and supranational scales. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting, within the context of decentralization and multilevel governance, a number of critical principles, such as optimizing the population and economic density of urban settlements and, where appropriate, mixed land use, diversity and better connectivity.

16. Subprogramme 3, Urban economy, will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and also enhance their contribution to employment and wealth creation. The subprogramme will, in particular, contribute to the formulation and implementation of effective urban strategies and policies supportive of local economic development, the creation of decent and productive urban jobs and livelihoods, especially for young people, and enhanced municipal finance. UN-Habitat will work on the implementation of the outcome of the United Nations Conference on Sustainable Development regarding the issue of sustainable development and poverty eradication as applicable to urban development.

17. Subprogramme 4, Urban basic services, will place emphasis on strengthening policies and institutional frameworks for expanding access to urban basic services, specifically targeted at the urban poor. Policy and technical assistance will be provided to partner countries and local authorities. The subprogramme will have four programmatic clusters, namely water and sanitation, urban waste management, urban mobility and urban energy.

18. Subprogramme 5, Housing and slum upgrading, will advocate a twin-track approach that focuses on improving the supply and affordability of new housing through the supply of serviced land and housing opportunities at scale, which could curb the growth of new slums, alongside implementation of citywide and national slum-upgrading programmes that could improve housing conditions and quality of life in existing slums.

19. Subprogramme 6, Risk reduction and rehabilitation, will engage in both reducing urban risk and responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme. The subprogramme will address crisis-affected cities in terms of both disaster prevention and disaster response.

20. Subprogramme 7, Research and capacity development, will report the results of global monitoring and assessment to Governments and Habitat Agenda partners through the Global Report on Human Settlements and the State of the World's Cities Report. UN-Habitat will publish official statistics globally through the Urban Indicators Programme and support the production of local urban knowledge. The subprogramme will provide expertise in developing institutional and individual capacities.

21. In implementing the subprogrammes, UN-Habitat will continue to use the matrix structure, in which each branch works closely with the four regional offices that play a critical role in implementing programmes and projects at the country and regional levels, under the Programme Division, which also integrates the operational and normative work. The delivery of the UN-Habitat programme of work at the regional and country levels is led by the regional offices, taking into account national priorities. Regional offices will operate, where possible, within the United Nations Development Assistance Framework.

22. UN-Habitat will continue to implement an advocacy, outreach and communications strategy supporting the dissemination of the normative and technical work, in order to strengthen the corporate image and positioning of the programme, increase outreach and disseminate key messages to enhance global awareness and sensitization on sustainable urbanization issues. Habitat III, the biennial World Urban Forum, the World Urban Campaign, World Habitat Day and awards programmes, as well as national urban forums and national urban campaigns, are some of the key global advocacy platforms on human settlements issues and for cooperation with Governments and Habitat Agenda partners.

23. In order to address the disparities between men and women in decision-making at all levels and the differences in access to land and housing, UN-Habitat will assess the gender implications of all planned normative and operational programmes and work with the Advisory Group on Gender Issues to enhance gender-sensitive interventions and policies that support women. Moreover, UN-Habitat, through the Programme Division, will continue to mainstream three other cross-cutting issues, namely youth, human rights and climate change, throughout the seven subprogrammes, and ensure that those issues are incorporated into the design and implementation of all policies, knowledge management tools and operational activities. The Project Advisory Group will ensure that the cross-cutting issues are consistently and systematically incorporated into all project documents, including those to be implemented in countries that are not beneficiaries of operational activities for development of the United Nations system.

24. During the 2016–2017 biennium, UN-Habitat will continue to strengthen results-based management in line with Governing Council resolution 24/15. To strengthen programmatic coherence and alignment in programme implementation and ensure that all organizational units, including regional offices, are delivering the approved work programme, UN-Habitat will hold annual programming retreats aimed at developing an organization-wide annual workplan. UN-Habitat will continuously track the progress made in implementing the strategic plan and the work programme and budget through the Project Accountability and Accrual System (PAAS) and report back through the annual progress report. UN-Habitat will undertake evaluations on three levels: corporate evaluations of strategic significance; programme and project evaluations; and self-evaluations of all projects that will have closed during the biennium. Other specific evaluations, including impact evaluations, will be prioritized and conducted as planned. The programme of work will also incorporate lessons learned, best practices, and the conclusions and recommendations of the sessions of the World Urban Forum as adopted by the General Assembly. Special efforts will be made to promote North-South and South-South cooperation and the exchange of experiences as well as triangular cooperation.

25. During the biennium, UN-Habitat will strengthen evaluation of its subprogrammes, programmes and projects. All projects closing within the biennium will have self-evaluation reports. The Evaluation Unit will prepare a detailed biennial evaluation plan, which will include external evaluations, self-evaluations, evaluation capacity-building activities and activities to facilitate sharing of knowledge and good practice in evaluation, including updating the evaluation recommendation tracking system. It is estimated that for the biennium 2016-2017, resources for

evaluation activities would amount to $3.2 million,[1] of which $397,000 would be funded from the regular budget and $2,803,000 from extrabudgetary resources. Lessons learned and recommendations from evaluation activities will be used to inform the implementation of activities, outputs and indictors of achievements as well as influence the design of new programmes and projects. The Evaluation Unit will also promote sharing of evaluation findings, leading to improved performance, enhanced accountability, transparency and learning from programme implementation.

26. Acting as the secretariat for Habitat III, UN-Habitat will provide substantive support to intergovernmental negotiations on the outcome document of the conference, to be entitled, if so agreed by Member States, "New Urban Agenda", at both the regional and global levels. This will include finalization of Habitat III regional reports on progress in the implementation of the Habitat Agenda and other international goals and targets relevant to housing and sustainable urban development. The reports will synthesize the findings of Habitat III national reports. A global report synthesizing the findings and conclusions of regional reports will also be finalized by the Habitat III secretariat during the biennium 2016–2017. UN-Habitat will support the organization of the third and final session of the Preparatory Committee for Habitat III. Finally, the Habitat III secretariat will provide substantive and logistical support to the organization and servicing of the Habitat III conference itself, especially the preparation of the final Habitat III outcome document.

27. In executing its programme of work, UN-Habitat will work closely with Governments, local authorities, international financial institutions, regional development banks, public-private partnerships, academic and research institutions and many other Habitat Agenda partners, in line with its partnership strategy.

28. Within the United Nations, UN-Habitat will cooperate with the United Nations regional commissions on human settlements issues; the United Nations Environment Programme (UNEP) on urban environment assessments, resource-efficient cities, green buildings and sustainable housing and land; the United Nations Centre for Regional Development on capacity-building for urban planners; the United Nations Framework Convention on Climate Change on urban climate-change planning; the Convention on Biological Diversity on cities and biodiversity; the United Nations Development Programme (UNDP) on local governance issues, training and capacity-building skills, disaster risk reduction and recovery; the United Nations Office for Disaster Risk Reduction on implementation of the City Resilience Profiling Programme and the campaign to make cities resilient; the Food and Agriculture Organization of the United Nations (FAO) on urban and peri-urban agriculture and land; the World Health Organization (WHO) on urban planning guidelines, the Safer Cities Programme and urban indigenous peoples and health issues; the United Nations Educational, Scientific and Cultural Organization (UNESCO) on urban planning related to cultural heritage sites and migration; the United Nations Department of Economic and Social Affairs and the United Nations regional commissions on follow-up to the United Nations Conference on Sustainable Development; the Office of the United Nations High Commissioner for Refugees (UNHCR) on shelter issues for refugees; the United Nations Children's Fund (UNICEF) on the Urban Emergency Response Strategy and the Safer Cities Programme; the United Nations Office for the Coordination of Humanitarian Affairs on coordination of the response to post-crisis emergencies; the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on gender mainstreaming, the empowerment of women and the Safer Cities Programme; the United Nations Office on Drugs and Crime (UNODC) on the Safer Cities Programme; the World Bank Institute on slum upgrading and prevention case studies; and the Office of the United Nations High Commission on Human Rights (OHCHR) on mainstreaming housing rights under the United Nations Housing Rights Programme. UN-Habitat will collaborate with all United Nations agencies on the post-2015 agenda, Habitat III and the New Urban Agenda. UN-Habitat will also collaborate with other United Nations agencies on the United Nations Development Assistance Framework and under the delivering as one initiative at the country level.

1. Financial overview

29. The financial framework of UN-Habitat comprises three sources of funding: United Nations regular budget allocations approved by the General Assembly; United Nations Habitat and Human Settlements Foundation contributions, from which general purpose budget allocations are approved by the Governing Council and special purpose budget allocations are approved by the Executive Director; and technical cooperation contributions, from which the budget allocations are also approved by the Executive Director.

[1] All figures are given in United States dollars, unless otherwise indicated.

30. Regular budget appropriations are approved by the General Assembly and fall into two main categories, namely section 15 (Human settlements) and section 23 (Regular programme of technical cooperation), for sectoral advisory services in the field of human settlements and sustainable urban development.

31. The contributions to the United Nations Habitat and Human Settlements Foundation are of two kinds: general purpose and special purpose. General purpose contributions are non-earmarked voluntary contributions from Governments, from which budget allocations are approved by the Governing Council in accordance with agreed priorities to support the implementation of the approved UN-Habitat work programme. Special purpose contributions are earmarked voluntary contributions from Governments and other donors for the implementation of specific activities that are included in the work programme and consistent with the UN-Habitat mandate.

32. Technical cooperation contributions are earmarked voluntary resources from Governments and other donors for the implementation of specific technical country-level activities consistent with the UN-Habitat mandate and work programme.

33. The consolidated and harmonized 2016–2017 programme budget has been prepared following an analysis of the projected income from the three sources of funding for the biennium 2016–2017 based on the resource requirements for the implementation of the proposed biennial work programme. It also takes into account, on the one hand, the continuing decline in the level of voluntary contributions and, on the other, the new mandates in the area of sustainable urbanization and human settlements that may result from the post-2015 sustainable development agenda and Habitat III. In line with General Assembly resolution 67/226, all efforts have been made to consolidate projected core and non-core resources within an integrated budgetary framework, on the basis of the priorities of the strategic plan.

2. Resource plan

34. UN-Habitat has seen considerable progress in its earmarked funding, within both Foundation special purpose and technical cooperation funds. Its business model also depends on the support of its core budget, which reflects an income of some $30 million per year from the regular budget, overhead and Foundation general purpose accounts. In this area, over a period of many years, contributions from Member States to the Foundation general purpose fund have fallen far short of the budget approved by Member States. In the biennium 2012–2013, Member States approved $70.2 million, while UN-Habitat received $22.7 million. In 2014–2015, it is expected that UN-Habitat will receive $12 million for the Foundation general purpose against an approved budget of $45.6 million.

35. The gap between resource requirements of the core programme of work and contributions towards delivering the core programme has created considerable financial stress, even as the earmarked portfolio continues to perform well. In the last four years, deficits of $13.8 million have significantly reduced the UN-Habitat Foundation non-earmarked reserves, which had reached $17.1 million by the end of 2013. Given the global funding patterns and expected funding from Member States, UN-Habitat has put in place a resource mobilization strategy that has yielded positive results for the earmarked portfolio, and it is expected that contributions to the Foundation general purpose account will improve in the medium term. However, it is the responsibility of the Executive Director to ensure the financial viability of the Programme and, in this regard, he will take steps to cut core expenditure in 2015 and, without a significant increase in 2016, use the prioritization of the activities of the work programme, as described in paragraph 43 below and in the box in section II, to manage available resources.

36. The overall resource requirements for UN-Habitat for the biennium 2016–2017 are projected at $482.3 million, reflecting an increase of 22.2 per cent over the $394.5 million estimated for the biennium 2014–2015. This is due mainly to significant growth in the technical cooperation budget, reflecting increasing demand for UN-Habitat's advisory services, and support for capacity-building and operational activities at the regional and country levels. Table 1.A shows resource requirements by source of funds and expenditure category, while table 1.B gives a breakdown by funding category. There is a significant increase in the budgets of the subprogrammes on urban planning and design (54.7 per cent), housing and slum upgrading (47.1 per cent), urban land legislation and governance (39.0 per cent), urban economy (28.1 per cent) and risk reduction and rehabilitation (27.4 per cent). The most significant increase in the global normative work is in urban planning and design and urban economy, while in technical cooperation it is in the Arab States region.

Table 1.A

Overview of resource requirements by source of funds

(Thousands of United States dollars)

Category	*Actual 2012–2013*	*Approved appropriations 2014–2015*	*Change Amount*	*Percentage change*	*Estimates 2016–2017*	*2014–2015*	*Change*	*2016–2017*
Foundation general purpose								
Post	23 753.6	30 907.8	–		30 907.8	130	–	130
Non-post	5 346.4	14 709.6	–		14 709.6			
Subtotal	**29 099.9**	**45 617.4**	–	–	**45 617.4**	**130**	–	**130**
Regular budget								
Post	21 263.0	19 774.7	(878.9)		18 895.8	75	–	75
Non-post	2 929.0	3 486.0	(1 234.6)		3 629.5			
Subtotal	**24 192.0**	**23 260.7**	**(2 113.5)**	**(3.2)**	**22 525.3**	**75**	–	**75**
Foundation special purpose								
Post	5 255.3	6 212.0	414.2		6 626.2	30	–	30
Non-post	81 041.1	116 975.8	(22 304.5)		94 671.3			
Subtotal	**86 296.4**	**123 187.8**	**(21 890.3)**	**(17.8)**	**101 297.5**	**30**	–	**30**
Technical cooperation								
Post	13 704.2	13 990.4	932.9		14 923.3	46	–	46
Non-post	215 027.4	188 492.0	109 493.7		297 985.7			
Subtotal	**228 731.6**	**202 482.4**	**110 426.6**	**54.5**	**312 909.0**	**46**	–	**46**
Total by category								
Post	63 976.1	70 884.9	468.2		71 353.1	281	–	281
Non-post	304 343.9	323 663.4	85 954.7		409 618.1			
Total	**368 319.9**	**394 548.3**	**86 422.9**	**21.9**	**482 349.3**	**281**	–	**281**

Table 1.B

Overview of resource requirements by funding category

(Thousands of United States dollars)

Category	*Actual 2012–2013*	*Approved appropriation 2014–2015*	*Estimates 2016–2017*
Core resources			
Foundation general purpose	29 099.9	45 617.4	45 617.4
Regular budget	24 192.0	23 260.7	22 525.3
Foundation special purpose programme support (overhead) account	6 563.4	10 171.4	10 849.6
Technical cooperation programme support (overhead) account	17 326.6	17 382.6	18 541.6
Subtotal	**77 181.9**	**96 432.1**	**97 533.9**
Earmarked resources (including trust funds)			
Foundation special purpose	79 733.0	113 016.4	90 448.0
Technical cooperation	211 405.0	185 099.8	294 367.4
Subtotal	**291 138.0**	**298 116.2**	**384 815.4**
Total	**368 319.9**	**394 548.3**	**482 349.3**

37. The resource estimates of the organization for the biennium 2016–2017 are aligned to the seven strategic priorities highlighted by the UN-Habitat organizational review that took place in 2012. These seven strategic areas, also outlined in the proposed 2014–2019 strategic plan, correspond to the seven UN-Habitat subprogrammes. Table 2 restates the estimated resources for the biennium 2014–2015 according to the seven strategic areas and presents resource requirements for the biennium 2016–2017. Resources are categorized by source of funding and type of expenditure.

38. The allocation of resources across the seven strategic priorities is based on an analysis of resource requirements for each strategic area based on the outputs for each subprogramme for the biennium 2016–2017. A balanced approach in the allocation of resources ensures that the role of each strategic priority in delivering the programme of work is accurately represented.

Table 2

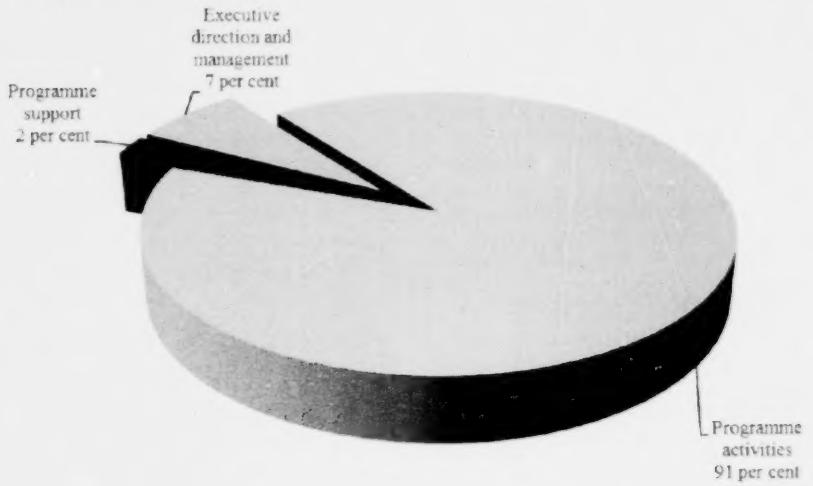
Appropriations for the biennium 2014–2015 and resource requirements for the biennium 2016–2017 by source of funding and expenditure category across the 2016–2017 strategic framework priorities

(Thousands of United States dollars)

	Strategic priorities	*Urban legislation, land and governance*	*Urban planning and design*	*Urban economy*	*Urban basic services*	*Housing and slum upgrading*	*Risk reduction and rehabilitation*	*Research and capacity development*	*Executive direction and management and policymaking organs*	*Programme support*	***Total***
2014-2015 approved appropriation	Source of funds										
	Foundation general purpose	3 113.2	4 236.9	3 348.6	3 889.8	3 637.6	4 426.2	4 453.5	13 775.7	4 736.0	**45 617.5**
	Regular budget	2 138.6	2 258.6	2 972.8	2 096.1	840.6	906.7	4 448.4	5 686.8	1 912.1	**23 260.7**
	Foundation special purpose	25 720.6	14 362.2	6 472.2	41 885.2	4 944.5	13 227.5	4 535.7	9 028.3	3 011.2	**123 187.4**
	Technical cooperation	15 531.3	28 516.3	20 435.8	19 252.4	57 075.3	51 081.7	9 406.1	604.5	579.3	**202 482.8**
	Total	**46 503.7**	**49 374.0**	**33 229.5**	**67 123.6**	**66 497.9**	**69 642.0**	**22 843.7**	**29 095.2**	**10 238.7**	**394 548.4**
	Expenditure category										
	Post	5 303.3	6 030.6	5 713.4	6 740.8	7 076.1	8 201.3	6 615.3	17 347.5	7 457.8	**70 486.1**
	Non-post	41 200.4	43 343.5	27 516.1	60 382.7	59 421.8	61 440.8	16 228.4	11 747.7	2 780.9	**324 062.3**
	Total	**46 503.7**	**49 374.0**	**33 229.5**	**67 123.6**	**66 497.9**	**69 642.0**	**22 843.7**	**29 095.2**	**10 238.7**	**394 548.4**
2016-2017 estimates	Source of funds										
	Foundation general purpose	3 113.2	4 236.9	3 348.6	3 889.8	3 637.6	4 426.2	4 453.5	13 775.7	4 736.0	**45 617.5**
	Regular budget	2 138.6	2 258.6	2 972.8	2 096.1	840.6	906.7	3 833.4	5 636.0	1 842.5	**22 525.3**
	Foundation special purpose	14 591.7	22 478.6	5 166.6	33 414.4	6 593.3	1 001.4	5 002.7	10 374.3	2 674.5	**101 297.5**
	Technical cooperation	45 027.4	41 350.9	28 003.5	26 976.5	77 749.0	76 179.0	14 135.2	3 060.0	427.4	**312 909.0**
	Total	**64 870.9**	**70 325.1**	**39 491.5**	**66 376.9**	**88 820.5**	**82 513.3**	**27 424.8**	**32 846.0**	**9 680.4**	**482 349.4**
	Expenditure category										
	Post	5 412.6	6 140.5	5 811.3	6 920.0	7 351.8	8 505.3	6 660.2	17 238.4	7 522.7	**71 562.8**
	Non-post	59 458.3	64 184.6	33 680.2	59 456.9	81 468.7	74 008.0	20 764.6	15 607.6	2 157.7	**410 786.5**
	Total	**64 870.9**	**70 325.1**	**39 491.5**	**66 376.9**	**88 820.5**	**82 513.3**	**27 424.8**	**32 846.0**	**9 680.4**	**482 349.4**

39. The greater part of the budget of the organization – $439.8 million, or 91.1 per cent – is reserved for programme activities, both normative and operational. Of the remaining $42.5 million, $9.7 million, or 2 per cent, is budgeted for programme support activities and $31.5 million, or 6.5 per cent, is for executive direction and management, which includes evaluation, strategic planning, the Office of External Relations and the Secretariat of the Governing Council (table 2 and figure). The proposed budget reflects efforts that UN-Habitat is undertaking to enhance efficiency and productivity.

Proposed use of resources



40. In view of the decline in voluntary non-earmarked contributions for core activities, UN-Habitat is further reviewing its resource mobilization strategy. The strategy has been successful in increasing the level of resources for earmarked activities but less so in enhancing adequate support for core normative activities. Particular attention will therefore be given to securing more predictable multi-year funding for the normative work of the organization, by retaining the existing donor base, mobilizing support from new development partners and aligning resource mobilization to the priorities of the strategic plan. Greater efforts will be made to demonstrate the impact of UN-Habitat's work, including through evaluations, and to enhance streamlined reporting of delivery of outputs and, more importantly, of strategic results. Enhanced advocacy will underscore the significance of sustainable urbanization and of the coordinating role played by UN-Habitat for the implementation of the Habitat Agenda. This will be reinforced by the deliberations leading up to Habitat III, the debate on the post-2015 sustainable development agenda as well as other platforms such as the World Urban Campaign and the International Aid Transparency Initiative (IATI).

(a) Foundation general purpose

41. The proposed budget for the United Nations Habitat and Human Settlements Foundation to be funded from general purpose contributions for the biennium 2016–2017 is $45.6 million, the same level as in the previous biennium 2014–2015. While taking note of the challenges faced in mobilizing non-earmarked contributions for core normative activities, the proposal also takes into consideration new mandates that may emerge from the post-2015 sustainable development agenda and the Habitat III conference. It is expected that against this backdrop, strengthened and sharper resource mobilization efforts will start to yield positive results by the biennium 2016–2017, resulting in an increase in the Foundation general purpose account.

42. Furthermore, it should be noted that the budget of the Foundation general purpose account was reduced from a high of $70.2 million for 2012–2013 to a more achievable level of $45.6 million in 2014–2015 to reduce the gap between budget and viable income levels. By keeping the 2016–2017 budget at the same level of $45.6 million as the current biennium, the proposed budget maintains a reduced variance between budget and income levels (the 2012–2013 variance was $47.5 million), while allowing for growth in income.

43. As outlined in paragraph 35 above, given the decline in voluntary contributions to the Foundation general purpose account, work programme prioritization will be used as a basis for the allocation of available resources. Priority 1 activities covered by Foundation general purpose are expected to cost approximately $14.2 million; priority 2 activities are estimated at $14.3 million; and priority 3 activities at $17.1 million. This prioritization allows the core activities financed by the Foundation general purpose to be adjusted according to actual income levels. That being said, Member States are requested to fully fund the requested amount of $45.6 million. An explanation of the criteria for each priority is given in the box at the end of this section.

(b) Regular budget

44. The amount allocated by the budget for expenditures has been reduced from $23.3 million to $22.5 million, pending a review of the proposals to be submitted to the General Assembly for approval. The budget takes into account an exceptional amount of $2 million allocated in the biennium 2014–2015 for Habitat III preparations; a proposed increase of $1.4 million for Habitat III activities in 2016–2017, in accordance with Assembly resolution 69/226; and a reduction of $69,600 in programme support costs resulting from efficiency savings as a result of the implementation of the Umoja enterprise resource planning system. Since the United Nations regular budget is subject to the approval of the General Assembly, the amounts quoted for 2016–2017 are only indicative. Accordingly, any cost adjustments to this part of the resource plan will be effected at United Nations Headquarters at the time of the adoption of the budget by the Assembly.

(c) Foundation special purpose

45. The estimated budget for the biennium 2016–2017 is $101.3 million, of which $88.2 million, or 87.1 per cent, is for programme activities, $2.7 million for programme support and $10.4 million for executive direction and management (see table 2). This represents a projected decrease of 17.8 per cent below the $123.3 million estimated for the biennium 2014–2015. Staffing is maintained at current levels (see table 5).

46. The level of the Foundation special purpose budget takes into account resource requirements for earmarked-funded Foundation activities in the biennium 2016–2017 as well as current income and expenditure trends, which have shown a significant increase in the UN-Habitat Foundation since 2012. Even though the budget has been reduced from the 2014–2015 level to bring it more into line with projections, the budget of $101.3 million is 17.4 per cent higher than the 2012–2013 expenditure level of $86.3 million (see table 1.A).

47. As reflected in table 3 below, the United Nations Habitat and Human Settlements Foundation special purpose component incorporates the corresponding programme support (overhead) budget of $10.8 million, of which $3.2 million is for programme support activities of an administrative nature and $2.1 million is allocated for executive direction and management activities, including evaluation, negotiation of agreements, external relations and overall coordination. The remaining $5.5 million is for programme management activities, including project appraisal, formulation, monitoring and implementation support.

Table 3

Foundation special purpose programme support (overhead) account

(Thousands of United States dollars)

	Resources		
	Actual 2012–2013	*Approved appropriation 2014–2015*	*Estimates 2016–2017*
1. Programme activities	5 697.7	5 131.9	5 474.1
2. Programme Support	4 110.5	3 011.2	3 212.0
3. Executive direction and management	3 179.8	2 028.3	2 163.5
Total	**12 988.0**	**10 171.4**	**10 849.6**

(d) Technical cooperation

48. The proposed budget for technical cooperation activities (table 2) is projected at $312.9 million for the biennium 2016–2017, representing a significant increase of 54.5 per cent above the $202.5 million estimated for the biennium 2014–2015. This component comprises earmarked project budgets (including trust funds) amounting to $294.4 million and a corresponding technical cooperation programme support (overhead) budget of $18.5 million (table 4). Staffing is maintained at the same level (see table 5).

49. As reflected in table 4, of the technical cooperation programme support (overhead) budget of $18.5 million, $600,000 is apportioned for administrative programme support and $600,000 for executive direction and management, including legal and security support. The remaining $17.2 million is for programme management activities, including project appraisal, formulation, monitoring and implementation support.

50. UN-Habitat will increase implementation of regional and country-level activities, underscoring the close collaboration between normative functions and operations to improve programme alignment. Accordingly, emphasis will be placed on developing multidimensional programmes that are consistent with local and national priorities and with United Nations development assistance frameworks to deliver strategic results at scale and promote the normative mandate of sustainable human settlements and urbanization at the country level.

Table 4

Technical cooperation programme support (overhead) account

(Thousands of United States dollars)

	Resources		
	Actual 2012–2013	*Approved appropriation 2014–2015*	*Estimates 2016–2017*
1. Programme activities	14 594.2	16 198.8	17 278.9
2. Programme Support	686.0	579.3	618.0
3. Executive Direction and Management	649.2	604.5	644.8
Total	**15 929.4**	**17 382.6**	**18 541.6**

(e) Staffing

51. UN-Habitat has implemented the peer review recommendation put forward by the Advisory Committee on Administrative and Budgetary Questions and set out in the medium-term strategic and institutional plan, that it should undertake an analysis of its overall organizational structure to ensure that it is suitable for the implementation of its mandated activities. The proposed organizational structure is designed to be flexible and realigns the posts of the organization with the seven strategic focus areas and objectives of the strategic framework.

52. In response to the current economic climate, UN-Habitat imposed a freeze on external recruitment for posts funded by the Foundation general purpose account in 2011, with exceptions being made only for critical positions and subject to the availability of funds. This cautious approach in filling established posts is expected to continue in the biennium 2016–2017. In parallel, UN-Habitat is establishing new policies, simplified procedures, enhanced delegations of authority and systems to support greater efficiency and productivity, with a view to ensuring that current staffing levels can support the scale of activities planned for the biennium 2016–2017.

53. It is therefore proposed that the number of posts under the Foundation general purpose budget for the biennium 2016–2017 remain at the same level as for the biennium 2014–2015. Priority changes in the staffing level will be made subsequently in accordance with the provisions in the budget for the biennium 2016–2017. With a core staff complement of 281, the organization will continue to manage large field projects and supervise over 2,000 project staff in the field.

54. Under the proposed organizational structure, the seven thematic branches work closely with regional offices to implement the Habitat Agenda at the country level. They are supported by the Programme Division, which provides support in the formulation and design of projects in line with best practice, ensures that cross-cutting issues are mainstreamed into programme activities and confirms that the full project portfolio complies with UN-Habitat mandates and priorities. Accordingly, resource requirements, including posts, for the regional offices and the Programme Division are distributed across the seven subprogrammes that they support.

Table 5

Estimated distribution of posts by source of funds

	Professional and higher									*General Service*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	***Total***	*Local Level*	*Other Level*	***Total***
2014–2015												
Regular budget	1	–	1	4	9	16	14	5	**50**	23	2	**75**
Foundation general purpose	–	1	4	9	15	23	24	4	**80**	45	5	**130**
Foundation special purpose	–	–	–	–	1	3	4	2	**10**	20	–	**30**
Technical cooperation	–	–	–	3	13	6	7	5	**34**	11	1	**46**
Total, 2014–2015	1	1	5	16	38	48	49	16	**174**	99	8	**281**
Change	–	–	–	–	–	–	–	–	–	–	–	–
Regular budget	–	–	–	–	–	–	–	–	–	–	–	–
Foundation general purpose	–	–	–	–	–	–	–	–	–	–	–	–
Foundation special purpose	–	–	–	–	–	–	–	–	–	–	–	–
Technical cooperation	–	–	–	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	–	–	–	–	–	–
2016–2017												
Regular budget	1	–	1	4	9	16	14	5	50	23	2	**75**
Foundation general purpose	-	1	4	9	15	23	24	4	80	45	5	**130**
Foundation special purpose	–	–	–	–	1	3	4	2	10	20	–	**30**
Technical cooperation	–	–	–	3	13	6	7	5	34	11	1	**46**
Total, 2016–2017	**1**	**1**	**5**	**16**	**38**	**48**	**49**	**16**	**174**	**99**	**8**	**281**

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General

55. The total number of posts falling under the Foundation general purpose budget is maintained at the same level as in the biennium 2014–2015 (table 6).

Table 6

United Nations Habitat and Human Settlements Foundation budget for the biennium 2016–2017 (general purpose funds only)

(Thousands of United States dollars)

	Resources			*Posts*	
Category	*2014–2015*	*Change*	*2016–2017*	*2014–2015*	*2016–2017*
A. Programme of Work					
Post	16 557.5	–	16 557.5	68	68
Non-post	10 548.3	–	10 548.3		
Subtotal	**27 105.8**	–	**27 105.8**	**68**	**68**
B. Executive direction and management					
Post	11 034.6	–	11 034.6	46	46
Non-post	2 741.1	–	2 741.1		
Subtotal	**13 775.7**	–	**13 775.7**	**46**	**46**
C. Programme support					
Post	3 315.8	–	3 315.8	16	16
Non-post	1 420.2	–	1 420.2		
Subtotal	**4 736.0**	–	**4 736.0**	**16**	**16**
Total, foundation general purpose					
Post	30 907.9	–	30 907.9	130	130
Non-post	14 709.6	–	14 709.6		
Total	**45 617.5**	–	**45 617.5**	**130**	**130**

56. To the extent possible, UN-Habitat will continue to support the presence at the country level of UN-Habitat programme managers located within the offices of United Nations resident coordinators. They remain actively involved in promoting the integration of sustainable urbanization into national development policies; promoting the global and normative mandate, programmes and campaigns of the organization; and supporting the operational activities of UN-Habitat at the national and local levels. They will continue to strengthen UN-Habitat engagement with national Governments, United Nations country teams and the United Nations Development Assistance Framework process. To promote policy integration and programmatic coherence at the country level, and in collaboration with regional offices, they will contribute to the development of national urban policies, taking into account the priorities highlighted by the UN-Habitat country programme documents and will coordinate the establishment of national urban forums with stakeholders at the country level.

(f) Statutory reserve

57. In accordance with financial rule 304.3.2 (b), upon the recommendation of the Executive Director, the Governing Council determines the level of the general purpose financial reserve from time to time. This is to ensure liquidity of the Foundation general purpose fund, compensate for uneven cash flows and meet other requirements for the prudent management of the fund.

58. In view of the expected level of expenditure, in the biennium 2016–2017, the statutory reserve of $4.6 million (equivalent to 10 per cent of the general purpose budget) is recommended.

II. Policymaking organs

59. In By its resolution 56/206, the General Assembly transformed the Commission on Human Settlements into the Governing Council of UN-Habitat, a subsidiary body of the Assembly, with effect from 1 January 2002. The Governing Council reports to the Assembly through the Economic and Social Council and provides overall policy guidance, direction and supervision to UN-Habitat. The Committee of Permanent Representatives to UN-Habitat was also transformed into an intersessional subsidiary body of the Governing Council. The objectives, functions and responsibilities of the Governing Council are set out in General Assembly resolution 32/162 and in paragraph 222 of the Habitat Agenda, which was adopted at Habitat II.

60. The Governing Council is composed of 58 Member States that are elected for a term of four years. It holds its regular sessions biennially at the headquarters of UN-Habitat in Nairobi. At the annual sessions, the Governing Council reviews the biennial programme of work of UN-Habitat, the budget of the United Nations Habitat and Human Settlements Foundation and the operational activities carried out by UN-Habitat. The sessions bring together representatives of Member States and Habitat Agenda partners, the latter comprising local authorities, non-governmental organizations, the private sector, Global Parliamentarians on Habitat, women's groups, Youth for Habitat, trade unions, professionals and researchers, foundations and academies of science. The Committee of Permanent Representatives normally meets eight times during a biennium while its two subcommittees hold approximately 74 meetings in a biennium. The Governing Council, the Committee of Permanent Representatives and the two subcommittees are serviced by the secretariat of the Governing Council.

Resource requirements ($78,000)

61. The resource requirements by source of funding for this area are set out in table 7.

Table 7

Resource requirements by source of funds for policymaking organs

(Thousands of United States dollars)

Category	*2014–2015*	*Change*	*2016–2017*
Regular budget			
Post	–	–	
Non-post	78.0	–	78.0
Subtotal	**78.0**	–	**78.0**
Total	**78.0**	–	**78.0**

62. The provision of $78,000 against the regular budget for policymaking organs covers overtime and hospitality requirements for substantive servicing of meetings of the Governing Council and its subsidiary bodies.

Prioritization of the work programme 2016–2017

The work programme and budget for 2016-2017 has been prioritized in line with Governing Council resolution 24/15. The criteria used are as follows:

- Priority 1: Outputs with high strategic importance and high transformative potential whose scope is global or regional, including outputs related to mandates given by the Economic and Social Council, the General Assembly and the Governing Council (particularly those that are funded)
- Priority 2: Outputs with strategic importance that also have significant impact and that include outputs related to mandates that may be unfunded
- Priority 3: Outputs that contribute to strategic results but are not critical for achievement of the expected accomplishments

III. Executive direction and management

63. Executive direction and management falls under the responsibility of the Executive Director, supported by the Deputy Executive Director, and includes the Policy and Strategic Planning Unit, the Evaluation Unit, the Secretariat of the Governing Council and the Division of External Relations. The Executive Director provides overall direction on the effective and efficient implementation of the work programme and budget of the organization and coordinates its relations with Member States, United Nations offices, programmes, funds, agencies and other partners in the system-wide implementation of the Habitat Agenda, the Millennium Declaration targets and other relevant mandates. Activities in the area of executive direction and management cover providing strategic direction in the implementation of the strategic plan 2014–2019; ensuring programmatic coherence and alignment with the plan; holding managers accountable for planned results; ensuring accountable, transparent and ethical management of the organization; and providing support to governing bodies, including the Governing Council and the Committee of Permanent Representatives.

Objective of the Organization

64. The overall objective of executive direction and management is to lead and ensure efficient and effective implementation of the UN-Habitat mandates and Strategic Plan for 2014–2019, compliance with United Nations policies and procedures, and transparent and ethical management of the organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced policy coherence in the management of human settlements activities in the United Nations system	(a) Number of United Nations system organizations integrating, in collaboration with UN-Habitat, human settlements issues in their key policy and programme documents Performance measures: Baseline 2012–2013: Not applicable Estimate 2014–2015: 8 Target 2016–2017: 20
(b) Improved use of performance information from evaluations to influence management decision-making and performance improvement	(b) (i) Percentage of accepted evaluation recommendations implemented within planned time Performance measures: Baseline 2012–2013: 60 per cent Estimate 2014–2015: 80 per cent Target 2016–2017: 90 per cent (ii) Percentage of programme and project managers reporting improved performance at the project level as a result of evaluation findings and recommendations Performance measures: Baseline 2012–2013: 50 per cent Estimate 2014–2015: 65 per cent Target 2016–2017: 70 per cent

Expected accomplishments of the Secretariat	Indicators of achievement
	(iii) Percentage of projects with a budget value over $1 million that have been evaluated by external evaluators Performance measures: Baseline 2012–2013: 8 per cent Estimate 2014–2015: 20 per cent Target 2016–2017: 30 per cent
(c) Enhanced engagement of all Habitat Agenda partners and the United Nations system in sustainable urban development	(c) (i) Number of partners in UN-Habitat partnerships database actively contributing to policy dialogue or project implementation Performance measures: Baseline 2012–2013: 600 Estimate 2014–2015: 1,000 Target 2016–2017: 1,300 (ii) Number of joint activities undertaken with Habitat agenda partners on sustainable urban development Performance measures: Baseline 2012–2013: Not applicable Estimate 2014–2015: 30 Target 2016–2017: 40
(d) Enhanced awareness of the public and the media on sustainable urban development	(d) (i) Number of digital news articles specifically mentioning UN-Habitat Performance measures Baseline 2012–2013: Not applicable Estimate 2014–2015: 2,500 Target 2016–2017: 3,000 (ii) Number of UN-Habitat electronic publication downloads from the UN-Habitat website Performance measures: Baseline 2012–2013: 2 million Estimate 2014–2015: 2.2 million Target 2016–2017: 2.5 million (iii) Number of Twitter (www.twitter.com/UNHABITAT) and Facebook (www.facebook.com/UNHABITAT) combined followers https://www.twitter.com/UNHABITAT Performance measures: Baseline 2012–2013: 38,000 followers/likes Estimate 2014–2015: 60,000 followers/likes Target 2016–2017: 80,000 followers/likes
(e) Enhanced transparency and ethical management	(e) (i) Increased percentage of UN-Habitat staff equipped with knowledge and skills on ethics Performance measures: Baseline 2013–2013: Not applicable Estimate 2014–2015: 80 per cent Target 2016–2017: 98 per cent (ii) Percentage of UN-Habitat project portfolio reporting on IATI standard Performance measures: Baseline 2012–2013: 50 per cent Estimate 2014–2015: 90 per cent Target 2016–2017: 95 per cent

Expected accomplishments of the Secretariat	Indicators of achievement
	(iii) Percentage of implementing partners reporting on IATI standard Performance measures: Baseline 2012–2013: Not applicable Estimate 2014–2015: none Target 2016–2017: 15 per cent

Strategy

65. The performance of executive direction and management functions will be supported by a number of units, as follows.

(a) The Policy and Strategic Planning Unit will support the review of the strategic plan for 2014–2019, following the adoption of the post-2015 sustainable development goals and the outcome of Habitat III. It will also develop and update other key policy and strategic documents, ensuring programmatic and substantive coherence in the approaches to addressing emerging urban challenges and opportunities and ensuring that such approaches benefit from the latest evidence-based thinking on sustainable urban development and human settlements issues. These will be the basis for inputs by UN-Habitat to United Nations system-wide policy documents and reports and to decisions of the General Assembly and the Economic and Social Council;

(b) The Evaluation Unit will support the programme in carrying out its evaluation function by preparing a biennial evaluation plan and will manage, support and facilitate strategic and other evaluations in line with the approved evaluation plan to inform learning, decision-making and performance improvement and accountability. The evaluations will be prioritized to ensure optimal coverage of the UN-Habitat work programme and thematic priorities. Mandatory and strategic evaluations prioritized by UN-Habitat will be conducted as part of the evaluation plan for 2014–2015. Evaluation findings will be disseminated effectively, while lessons learned and recommendations will be documented and shared. The Unit will establish a recommendation-tracking system to track the implementation of evaluation recommendations. The Unit will also build capacity on evaluation processes within UN-Habitat in the context of results-based management;

(c) The Secretariat of the Governing Council will coordinate and facilitate the meetings of intergovernmental bodies, ensuring that organizational units submit documents for circulation to those bodies by the agreed deadlines and that the organization implements their decisions, including resolutions of the Governing Council, on time. It further supports the Executive Director in maintaining strong working relationships with permanent missions to UN-Habitat;

(d) The Division of External Relations consists of the Partners and Inter-Agency Coordination Branch, the Advocacy, Outreach and Communications Branch and the liaison offices in New York, Geneva and Brussels. The Division will lead and coordinate external strategic communication, including communication related to risk and crisis management, institutional branding and positioning. It will enhance engagement with Member States, organizations of the United Nations system and other partners. The Division will assist in mobilizing Habitat Agenda partners for activities in follow-up to Habitat III. It will also support, coordinate and monitor the implementation of UN-Habitat policies and strategies on partnership, advocacy, communication and publishing;

(e) The Partners and Inter-Agency Coordination Branch will be the focal point for liaising with other agencies within the United Nations system and other intergovernmental organizations and for policy-level coordination of partnerships with Habitat Agenda partners. The Branch will ensure that major partner groups are kept adequately informed of UN-Habitat activities by disseminating the policies, publications, programmes and projects of the organization to gain broader support for and understanding of the Habitat Agenda. It will also coordinate UN-Habitat's engagement with regional development banks and regional economic commissions;

(f) The Advocacy, Outreach and Communications Branch will coordinate and support advocacy and awareness-raising platforms and initiatives, including the World Urban Forum, the World Urban Campaign, World Habitat Day, World Cities Day, Urban October, the Urban Thinkers Campus and the Urban Journalism Academy network. It will support UN-Habitat at sessions of the

Governing Council, national urban forums, national Habitat committees and regional ministerial conferences. To that end, the Branch will develop and monitor the results of the implementation of the advocacy strategies, especially regarding corporate guidelines and outreach materials and relevant publications for dissemination through electronic media, the UN-Habitat website and print. It will streamline the public image and key messages of UN-Habitat, coordinate the publications programme of the organization and engage with international media to enhance global awareness of sustainable urbanization issues;

(g) The UN-Habitat liaison offices in New York, Geneva and Brussels will represent the Programme in the activities of the United Nations and development partners and facilitate engagement with Member States at those locations. The offices will participate in the work of the General Assembly, the Economic and Social Council and other intergovernmental bodies and in interdepartmental and inter-agency meetings to provide substantive support in meetings and policy dialogues on human settlements. The offices will also carry out outreach and advocacy activities, including on humanitarian and post-crisis reconstruction and rehabilitation;

(h) The Office of the Executive Director will provide overall strategic and policy direction for the implementation of the strategic plan 2014–2019 through the biennial work programme and budget. It will further take a lead role in defining and implementing UN-Habitat's resource mobilization strategy with agency-wide support to enhance contributions to both core and earmarked funds. Special attention will be given to mobilizing sustainable and predictable core funds, building on relations with existing donors and seeking to expand the donor base to non-traditional donors, including countries with emerging market economies, complementary to the work of the Advocacy, Outreach and Communications Branch;

(i) During the biennium, substantive inputs will be required for the third session of the Preparatory Committee and the Habitat III conference; regional and thematic meetings will be held, with the participation of experts, to bring analytical depth to the discussion of the empirical results of the assessments, synthesized at the regional and global levels; and various expert group meetings for political and substantive discussions and other ad hoc meetings related to Habitat III will be organized.

External factors

66. UN-Habitat success in attaining the planned results will be subject to the following assumptions. First, it is assumed that Governments, development partners and other Habitat Agenda partners will continue to prioritize and invest in sustainable urban and human settlements development. Second, it is assumed that Member States will effectively support UN-Habitat with necessary core and earmarked resources and appropriate institutional and policy frameworks. Third, Member States and local authorities will continue to request technical assistance from UN-Habitat in the implementation of their policies, programmes and projects. Fourth, Member States will support the involvement of partners in human settlements activities at the national, regional and international levels.

Outputs[2]

67. During the biennium, executive direction and management will produce the following outputs:

1. Servicing of intergovernmental and expert bodies

(a) *Substantive servicing of meetings*

(i) Twenty-sixth session of the Governing Council of UN-Habitat (1) [1]

(b) *Parliamentary documentation*

(i) Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat): report of the Secretary-General (2) [1]

(ii) Coordinated implementation of the Habitat Agenda: report of the Secretary-General (2) [1]

[2] The numbers in parentheses ( ) denote the number of outputs, while the numbers in square brackets [ ] indicate the priority level.

(iii) Executive Director's policy statements and opening addresses at sessions of the Governing Council and World Urban Forum (2) [1]

(iv) UN-Habitat inputs to reports of the Secretary-General (20) [1]

(c) *Other services provided*

(i) Ad hoc expert groups established by a legislative mandate (each undertaking is counted as one output), including (i) annual and regional meetings of the United Nations Advisory Committee of Local Authorities (4) [1]

(d) *Assistance to intergovernmental bodies and United Nations representatives and rapporteurs under their established mandates*

(i) Activities of the United Nations Human Settlements Programme, including coordination matters (1) [1]

(ii) Regional Ministerial Conference (Asia Pacific Ministerial Conference on Housing and Urban Development (APMCHUD) 2016/African Ministerial Council on Housing and Urban Development (AMCHUD) 2016/Asamblea General de Minstros y Autoridades Máximas de Vivienda y Urbanismo de América Latina y el Caribe (MINURVI) 2016) (1) [1]

(iii) United Nations Conference on Housing and Sustainable Urban Development (Habitat III) (1) [1]

(iv) Programme coordination and liaison with the African Union Commission and the United Nations Economic Commission for Africa (FCA) (1) [3]

2. Other substantive activities

(a) *Recurrent publications*

(i) Report on the integration of sustainable urban development issues by other United Nations agencies (1) [2]

(b) *Non-recurrent publications*

(i) Report on the partners' involvement in implementing the New Urban Agenda (1) [2]

(ii) New advocacy, outreach and communications strategy 2016–2019 (1) [2]

(iii) Report on the progress of United Nations inter-agency coordination and mechanisms (1) [2]

(iv) Annual report of the United Nations Advisory Committee of Local Authorities (2) [2]

(c) *Special events*

(i) Strengthening partnerships for a New Urban Agenda (4) [2]

(ii) Open consultation with all partners prior to the twenty-sixth session of the Governing Council (1) [1]

(iii) Regional meetings on the outcome of Habitat III: New Urban Agenda (4) [2]

(iv) High-level inter-agency meetings for a New Urban Agenda (2) [1]

(v) Inter-agency meetings, activities and contributions to joint ventures (1) [3]

(vi) Support to regional conferences and technical meetings (2) [2]

(vii) World Urban Forum (1) [1]

(viii) World Habitat Day celebrations/observances (1) [1]

(ix) World Cities Day observances (1) [1]

(x) World Urban Campaign meeting (5) [2]

(xi) Social media campaigns (4) [2]

(d) *Technical materials*

(i) Development of relevant guidance materials to support good practice in evaluation (4) [2]

(ii) Support the use of evaluation results through metaanalysis and production of biennial evaluation report (1) [1]

(iii) Improved recommendation implementation tracking system (1) [1]

(iv) Annual evaluation plan (2) [2]

(v) Post-Habitat III update on the corporate and common partners database (1) [1]

(vi) UN-Habitat website update, including improvement of access of Member States and the public to key documents (1) [1]

(vii) Handbook on implementing the IATI reporting standards (1) [2]

(viii) Open UN-Habitat website (1) [1]

3. Technical cooperation

(a) *Advisory services*

(i) Advisory service to other United Nations agencies on how to better integrate sustainable urban issues in their work (1) [1]

(ii) Advisory services to Habitat Agenda partners and least developed countries to strengthen partnerships in implementing the New Urban Agenda (7) [1]

(iii) Annual partners policy dialogue (2) [2]

(iv) Advisory services to implement urban campaigns at national and city levels (5)[2]

(v) Advisory services to organize national urban forums and other similar national conferences (5) [2]

(vi) Advisory services to strengthen and support multisectoral partnerships (5) [2]

(vii) Handling of ethics complaints in accordance with established United Nations standards and procedures (1) [1]

(b) *Training courses, seminars and workshops*

(i) Building and strengthening capacity through evaluation trainings/ seminars/workshops (2) [2]

(ii) Training workshops on implementing IATI reporting standards (8) [3]

(iii) Media training sessions/Urban Journalism Academy network (4) [2]

(iv) Training of UN-Habitat staff on ethics awareness (1) [2]

(v) Training and support to staff on protection against retaliation and whistle-blowing (1) [1]

4. Internal oversight services

(a) Evaluations conducted by external evaluators meeting the United Nations Evaluation Group norms and standards for quality evaluations (20) [1]

(b) Self-evaluations of closing projects (20) [2]

(c) Mid-term review of the strategic plan 2014–2019 (1) [1]

(d) Oversight of and support for the implementation of recommendations of the Office of International Oversight Services (1) [1]

5. Habitat III

(a) Third session of the Preparatory Committee (2) [1]

(b) Regional and thematic meetings (4) [1]

(c) Expert group and ad hoc meetings (5) [1]

(d) Regional and global reports (5) [1]

(e) Habitat III conference (6) [1]

Resource requirements ($32,768,000)

68. The resource requirements by source of funding for this area are set out in table 8.

Table 8

Resource requirements by source of funds

(Thousands of United States dollars)

	Resources		
Category	*2014–2015*	*Change*	*2016–2017*
Foundation general purpose			
Post	11 034.6	–	11 034.6
Non-post	2 741.1	–	2 741.1
Subtotal	**13 775.7**	–	**13 775.7**
Regular budget			
Post	4 011.1	(194.3)	3 816.8
Non-post	1 597.7	143.5	1 741.2
Subtotal	**5 608.8**	**(50.8)**	**5 558.0**
Foundation special purpose			
Post	1 697.3	44.9	1 742.2
Non-post	7 330.9	1 301.2	8 632.1
Subtotal	**9 028.3**	**1 346.1**	**10 374.3**
Technical cooperation			
Post	604.5	40.3	644.8
Non-post	–	2 415.2	2 415.2
Subtotal	**604.5**	**2 455.5**	**3 060.0**
Total by category			
Post	**17 347.5**	**(109.1)**	**17 238.4**
Non-post	**11 669.7**	**3 859.9**	**15 529.6**
Total	**29 017.2**	**3 750.8**	**32 768.0**

69. The proposed budget for executive direction and management functions is estimated at $32.8 million, as detailed in table 8. It comprises $13.8 million from the Foundation general purpose fund, $5.6 million from the regular budget, $10.3 million from the Foundation special purpose fund and $3.1 million from the technical cooperation fund.

(a) Foundation general purpose

70. The amount of $13.8 million provides for 46 posts at a cost of $11 million, including the reclassification of a post for the ethics functions, and non-post costs of $2.6 million. Non-post costs cover costs associated with consultants, staff travel, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

(b) Regular budget

71. The amount of $5.6 million provides for 15 posts at a cost of $3.8 million and non-post costs of $1.7 million, to cover consultants and experts, travel, contractual services, general operating expenses, supplies and materials, and furniture and equipment and costs relating to Habitat III in accordance with General Assembly resolution 69/226, pending a review of the proposals to be submitted to the Assembly for approval as part of the programme budget for 2016–2017.

(c) Foundation special purpose

72. The amount of $10.3 million provides for 12 posts at a cost of $1.7 million and $8.6 million of project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

73. The amount of $3.1 million provides for two posts at a cost of $600,000 and $2.4 million of project expenditure in line with the target project activities of the biennium.

IV. Programme of work

A. Subprogramme 1: Urban legislation, land and governance

74. Subprogramme 1 is aligned with focus area 1 of the six-year strategic plan for 2014–2019, which will be implemented jointly by the Urban Legislation, Land and Governance Branch and all regional offices of UN-Habitat. The Branch comprises the Urban Legislation Unit, the Land and Global Land Tool Network Unit and the Local Governance and Decentralization Unit. During the biennium, the Branch will provide policy and operational support to Governments and cities on urban legislation, land and governance issues. It will support the development of urban legislation and governance models that are gender-responsive and address land problems equitably. Human rights will be a key focus of urban legislation initiatives, while climate change will be a focus of land and governance projects.

Objective of the Organization

75. To foster equitable sustainable urban development through the formulation and adoption of enabling legislation, increased access to land and the strengthening of systems of decentralized governance for improved safety and service delivery

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement urban legislation in the areas of urban extension, densification, urban planning and finance	(a) Increased number of consultative legal reform processes to improve urban extension, densification, urban planning and finance, with the technical support of UN-Habitat Performance measures: Baseline 2012–2013: 12 Estimate 2014–2015: 23 Target 2016–2017: 30
(b) Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people	(b) Increased number of programmes to improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people, implemented by partner local and national governments and other Habitat Agenda partners Performance measures: Partner local governments (city/municipality) Baseline 2012–2013: 1 Estimate 2014–2015: 5 Target 2016–2017: 8 Partner national Governments Baseline 2012–2013: 2 Estimate 2014–2015: 6 Target 2016–2017: 8 Other Habitat Agenda partners Baseline 2012–2013: 5 Estimate 2014–2015: 10 Target 2016–2017: 15
(c) Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	(c) (i) Increased number of partner local and national governments and other Habitat Agenda partners that have developed guidelines that take into account the guidelines on decentralization and access to basic service for all Performance measures: Partner local governments Baseline 2012–2013: 30 Estimate 2014–2015: 40 Target 2016–2017: 50

Expected accomplishments of the Secretariat	Indicators of achievement
	Partner national Governments Baseline 2012–2013: 12 Estimate 2014–2015: 18 Target 2016–2017: 20 Habitat Agenda partners Baseline 2012–2013: 16 Estimate 2014–2015: 31 Target 2016–2017: 40
	(ii) Increased number of partner local and national governments that have adopted local crime prevention strategies Performance measures: Partner local governments Baseline 2012–2013: 77 Estimate 2014–2015: 90 Target 2016–2017: 100 Partner national Governments Baseline 2012–2013: 4 Estimate 2014–2015: 6 Target 2016–2017: 8

Strategy

76. The expected accomplishments will be achieved through global advocacy efforts; the provision of upstream policy advice in the areas of urban legislation, land, governance and safety; the formation of partnerships with Habitat Agenda partners; and the development of the capacity of local and national governments in the use of tools, methodologies and approaches. The strategy for achieving the expected accomplishments is as follows:

(a) In terms of urban legislation, UN-Habitat will focus on supporting local and national governments and Habitat Agenda partners in utilizing specific methodologies for legal assessments and reform in core areas such as land, planning and decentralization, with a view to developing a substantial portfolio of country-level projects through the provision of such services. This will be supported by the Urban Law Database, which will contain a collection of relevant, innovative and current legislation and will be utilized to support peer-to-peer exchange and learning through comparative analysis and study. UN-Habitat will be supporting the implementation of national urban policies and planned city extension and densification exercises;

(b) With regard to land, the Global Land Tool Network and its 60 partners will be the key vehicles for the achievement of the expected accomplishments. At the global, regional and national levels, advocacy for the continuum of land rights, targeting national and local governments and Habitat Agenda partners, will continue in order to support their endorsement and application. Tools will also be developed to support city extension/densification and other in-demand exercises and capacity development and partnership support for the regional, national or local government entities applying them. Significant country-level work to improve tenure security and access to land will be conducted through phase II of the Global Land Tool Network, which started in 2012;

(c) In the area of governance and safety, global, national and local advocacy will continue to focus on enabling effective and collaborative forms of multilevel governance that empower cities and human settlements and build dialogue between spheres of government. At the national and local levels, UN-Habitat will support governments and Habitat Agenda partners in applying capacity assessment and development tools in the areas of inter-municipal cooperation; the Global Network on Safer Cities and operational joint programmes on women's and girls' safety will be key vehicles for strengthening urban safety through a city-led, multisectoral and multi-stakeholder approach;

(d) Regarding cross-cutting issues, a key focus will be youth, especially with regard to land, governance and safety. Gender equality will be advanced through specific projects on the empowerment of women.

External factors

77. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumptions that (a) there is successful mobilization of external partners for the purposes of knowledge generation, advocacy, distillation of norms and implementation of programmes; and (b) the coordination of local government associations is maintained, given the essential nature of local governments in relation to the objective.

Outputs[2]

78. During the biennium, subprogramme 1 will produce the following outputs:

1. Other services provided

(a) *Ad hoc expert group meetings*

(i) Meetings for the review of essential law technical materials (2) [3]

(ii) Improving security of tenure, including for vulnerable groups, women, youth, internally displaced people and indigenous people (10) [1]

(iii) Land and post-conflict (1)[1]

(iv) Meetings on improved multilevel and urban governance (11) [2]

(v) Ad hoc expert group on cities and governance for improving development outcomes in fragile States (1) [3]

(vi) Meetings on safer cities (4) [2]

2. Other substantive activities

(a) *Non-recurrent publications*

(i) Urban law tools for the implementation of the sustainable development goals with a focus on vulnerable groups, women and youth (1) [1]

(ii) The rule of law and human rights in urban law, with a focus on vulnerable groups, women and youth (1) [2]

(iii) Tools and approaches for tenure security improvement, particularly for vulnerable groups, women, youth, internally displaced people and indigenous people (3) [2]

(iv) Land-related research, good practices and other knowledge management materials to promote tenure security improvement, particularly for vulnerable groups (3) [2]

(v) Metropolitan governance (1) [1]

(vi) Publications on safer cities (1) [2]

(b) *Technical materials*

(i) Tools and guidelines on improving security of tenure for vulnerable groups, women, youth, internally displaced people and indigenous people (9) [1]

(ii) Guidelines on participatory and inclusive land readjustment leading to integrated and inclusive cities and human settlements (1) [1]

(iii) Guidelines for more inclusive and participatory public-private partnerships in the design and delivery of urban basic services, with a specific focus on youth and women (2) [1]

(iv) Essential law: planning and development control; topical issue on essential law (2) [1]

(v) Further development of the UrbanLex database to widen coverage of urban laws, provide user interfaces in United Nations languages and increase development of thematic digests and studies (1) [1]

(vi) Guidelines on safer cities (1)[1]

(vii) Integrated toolkit on safer cities for the New Urban Agenda (1)[1]

(viii) Monitoring system for citywide plans for safety in 10 cities (1)[1]

3. Technical cooperation

(a) *Advisory services*

(i) Advisory services provided to regional, national and local authorities, Habitat Agenda partners, other UN-Habitat projects on land initiatives and programmes aiming at improving security of tenure of vulnerable groups, women, youth, internally displaced people and indigenous people (22) [1]

(ii) Strengthening city-to-city cooperation in the area of urban governance and inclusive management for all, with a specific focus on youth and women where relevant (20) [2]

(iii) Strengthening the capacity of local government associations to support implementation and monitoring of the post-2015 development agenda (20) [2]

(iv) E-governance and urban policy design in developing countries to support financial sustainability, inclusive urban planning and basic service delivery (10) [2]

(v) Advisory services on governance and conflict in fragile States, with a specific focus on youth and women where relevant (15) [3]

(vi) Advisory services on local crime prevention strategies (8)[2]

(b) *Training courses, seminars and workshops*

(i) Professional training for senior technical officials on core urban law themes and the design and implementation of functionally effective law (2) [2]

(ii) Professional training in legislative interpretation, enforcement and impact assessment for effective urban law (8) [2]

(iii) Training courses and learning programmes to support governments and key Habitat Agenda partners in adopting and implementing pro-poor and gender-sensitive land tools and approaches (9) [1]

(iv) Training courses, seminars and workshops to improve knowledge and awareness of governments and key Habitat Agenda partners on land-related issues and potential tools and approaches for tenure security improvement (15) [2]

(v) Seminars on improved inter-institutional dialogue for accountability and transparency in urban governance and planning. (4) [1]

(vi) Training courses, seminars and forums on urban safety (3) [1]

(c) *Field projects*

(i) Review and reform of national legal frameworks for long term spatial and physical planning, finance, housing and related issues (15) [2]

(ii) Review and reform of municipal and regional legal frameworks for long-term, vulnerable group-sensitive spatial and physical planning, finance, housing and related issues (11) [2]

(iii) Tools and approaches that improve security of tenure for all, including for vulnerable groups, women, youth, internally displaced people and indigenous people, piloted and implemented at regional, country and city/municipal levels (21) [1]

(iv) Strengthening local government capacities to harness the potential of urbanization through improved decentralized urban governance and management (15) [2]

(v) Strengthening local government capacity to promote and provide the conditions for peaceful coexistence at city and community levels (7) [3]

(vi) Local crime prevention strategies (10) [2]

Resource requirements ($64,870,900)

79. The resource requirements by source of funding for this subprogramme are set out in table 9

Table 9

Resource requirements by source of funds for subprogramme 1

(Thousands of United States dollars)

Category	*2014–2015*	*Change*	*2016–2017*
Foundation general purpose			
Post	1 742.2	–	1 742.2
Non-post	1 371.0	–	1 371.0
Subtotal	**3 113.2**	–	**3 113.2**
Regular budget		–	
Post	1 922.1	–	1 922.1
Non-post	216.5	–	216.5
Subtotal	**2 138.6**	–	**2 138.6**
Foundation special purpose			
Post	253.8	16.9	270.7
Non-post	25 466.8	(11 145.8)	14 321.0
Subtotal	**25 720.6**	**(11 128.9)**	**14 591.7**
Technical cooperation		–	
Post	1 393.0	92.4	1 477.6
Non-post	14 138.3	29 403.7	43 549.8
Subtotal	**15 531.3**	**29 496.1**	**45 027.4**
Total by category			
Post	**5 303.3**	**109.3**	**5 412.6**
Non-post	**41 200.4**	**18 257.9**	**59 458.3**
Total	**46 503.7**	**18 367.2**	**64 870.9**

80. The proposed budget for subprogramme 1, Urban legislation, land and governance, is estimated at $64.8 million, as detailed in table 9, of which $3.1 million will be funded from the Foundation general purpose fund, $2.1 million from the regular budget, $14.6 million from the Foundation special purpose fund and $45 million from the technical cooperation fund. Resources of the regional offices and the Programme Division have been distributed across the subprogrammes.

(a) Foundation general purpose

81. The proposed budget of $3.1 million provides for seven posts at a cost of $1.7 million and non-post costs of $1.4 million. Non-post costs cover costs associated with consultants and experts, travel, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

(b) Regular budget

82. The amount of $2.1 million provides for seven posts at a cost of $1.9 million and non-post costs of $200,000. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2016–2017.

(c) Foundation special purpose

83. The amount of $14.6 million provides for $300,000 of the apportioned staff costs and $14.3 million of project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

84. The amount of $45 million provides for five posts at a cost of $1.5 million and $43.5 million of project expenditure in line with the target project activities of the biennium.

B. Subprogramme 2: Urban planning and design

85. Subprogramme 2 is aligned with focus area 2 of the six-year strategic plan 2014–2019, which will be implemented jointly by the Urban Planning and Design Branch and all the regional offices of UN-Habitat. The Branch comprises the Regional and Metropolitan Planning Unit, the City Planning Extension and Design Unit and the Climate Change Planning Unit. The subprogramme will support the improvement of policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change.

Objective of the Organization

86. To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved national urban policies or spatial frameworks for compact, integrated and connected, socially inclusive cities adopted by partner metropolitan, regional and national authorities	(a) Increased number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected, socially inclusive cities Performance measures: Partner metropolitan authorities Baseline 2012–2013: Not applicable Estimate 2014–2015: 1 Target 2016–2017: 4 Partner regional authorities Baseline 2012–2013: Not applicable Estimate 2014–2015: 1 Target 2016–2017: 2 Partner national authorities Baseline 2012–2013: 4 Estimate 2014–2015: 6 Target 2016–2017: 8
(b) Improved policies, plans and designs for compact, integrated and connected, socially inclusive cities and neighbourhoods adopted by partner cities	(b) Increased number of partner cities that have adopted and implemented policies, plans or designs for compact, integrated and connected, socially inclusive cities and neighbourhoods Performance measures: Baseline 2012–2013: 10 Estimate 2014–2015: 30 Target 2016–2017: 50

(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities	(c) Increased number of partner city, regional and national authorities that have adopted and implemented policies, plans or strategies that contribute to climate change mitigation and adaptation Performance measures: Partner city Baseline 2012–2013: 10 Estimate 2014–2015: 16 Target 2016–2017: 20 Partner regional authorities Baseline 2012–2013: 1 Estimate 2014–2015: 2 Target 2016–2017: 2 Partner national authorities Baseline 2012–2013: 4 Estimate 2014–2015: 7 Target 2016–2017: 9

Strategy

87. The subprogramme will support governments and cities with tested approaches, guidelines and tools to support urban growth and improved sustainability, efficiency and equity through planning and design at all levels and scales. The strategy for achieving the expected accomplishments is as follows:

(a) Promoting, within the context of decentralization and multilevel governance and through multi-stakeholder processes, a number of critical principles, such as optimizing the population and economic density of urban settlements, where appropriate, ensuring mixed land use, diversity, better social capital, innovation and improved connectivity in order to take advantage of agglomeration of economies and to minimize mobility demand. In particular, the new approach will emphasize the need to plan in advance for urban population growth on a scale commensurate with the challenges faced, in a phased approach and with a view to fostering job creation and the development of social capital. Particular attention will be paid to harnessing synergies derived from integrating land use and transportation system planning;

(b) Improving urban planning and design at the national, regional and local levels will be operationalized within the framework of decentralization, as broadly provided for by the international guidelines on decentralization and the strengthening of local authorities and other key UN-Habitat documents;

(c) Developing, at the regional and global levels, a set of tested approaches, guidelines, frameworks and tools to support the management of growth and improved sustainability, efficiency and equity of cities through national urban policies, planning and design on various scales, including slum and neighbourhood, city, regional, national and supranational scales;

(d) Developing capacity at the local, national and global levels, supported by dedicated strategies and programmes, including human resources development, tool development, organizational development and institutional strengthening components. Particular attention will be placed on strengthening collaboration with planning schools, urban planning associations and local government organizations;

(e) Performing a catalytic role by reinforcing existing partnerships, and establishing new strategic partnerships, with agencies of the United Nations system and with non-governmental organizations, educational establishments, scientific institutions and professional bodies.

External factors

88. It is anticipated that expected accomplishments will be achieved, provided that (a) there is national commitment to urban policy reform for achieving the objective at a sufficient scale; (b) cities have the financial and technical resources necessary to implement plans and policies; and (c) the evolving international mechanisms to address climate change encourage cities to act on climate change mitigation and adaptation.

Outputs[2]

89. During the biennium, subprogramme 2 will produce the following outputs:

1. Other services provided

(a) *Expert group meetings*

(i) Policy dialogues on national urban policies (1) [1]

(ii) Regional and metropolitan planning (1) [1]

(iii) Improve knowledge on national urban policies (2) [1]

(iv) Meeting on metropolitan planning (1) [2]

(v) Meeting on regional planning (1) [2]

(vi) Urban development, infill, densification and planning laboratories (3) [2]

(vii) Inclusive, safe and accessible public spaces (7) [2]

(viii) Urban planning and design policies for enhanced resilience for Asian cities (4) [2]

(ix) Ad hoc expert groups on cities and climate change, leading to regional publications (4) [2]

(x) Regional forum on national urban policies, international guidelines on urban and territorial planning and/or metropolitan planning (1) [2]

(xi) Global partnership and dialogue/platform on national urban policies, spatial frameworks and regional and metropolitan planning (3) [2]

(xii) City-focused events in the context of the United Nations Framework Convention on Climate Change (2) [1]

2. Other substantive activities

(a) *Non-recurrent publications*

(i) Report on international guidelines on urban and territorial planning (1) [1]

(ii) Documenting and sharing of good practices and experiences on national urban policies and spatial frameworks (1) [2]

(iii) Documenting and sharing of good practices and experiences on regional and metropolitan planning (1) [2]

(iv) Report on metropolitan planning and the green economy (1) [2]

(v) Guidelines on city climate change plans (1) [1]

(vi) Flagship report from the Cities Climate Finance Leadership Alliance (1) [1]

(vii) Report on UN-Habitat planning experiences (1) [2]

(viii) Report on international planning best practices (1) [2]

(b) *Technical materials*

(i) Toolkits on national urban policies (2) [1]

(ii) Training package on regional and metropolitan planning and the green economy (2) [1]

(iii) Guidance notes on national urban policies (1) [2]

(iv) Set of leaflets on planning documentation (1) [2]

(v) Policy notes on urban planning principles and approaches (9) [2]

(vi) Framework on building urban safety through public spaces (1) [2]

(vii) Evaluation of the planning and public spaces programmes (2) [2]

(viii) Urban planning toolkit for the New Urban Agenda, including on public spaces – indicators and legislation (1) [1]

(ix) Curricula on planning and design (1) [3]

(x) Training modules on urban planning for the New Urban Agenda (one on city extension, two online on urban planning for city leaders and public spaces) (3) [2]

(xi) Policy notes on cities and climate change thematic topics (1) [1]

(xii) Inputs to the guidelines of the United Nations Framework Convention on Climate Change and assessments of the Intergovernmental Panel on Climate Change (2) [1]

(xiii) Training materials and tools on cities and climate change (2) [1]

3. Technical cooperation

(a) *Advisory services*

(i) Technical support for reviewing and developing metropolitan planning, frameworks and policies (15) [1]

(ii) Technical support for developing inclusive and participatory national urban policies and spatial development frameworks (10) [1]

(iii) Technical support on regional planning and the green economy (9) [2]

(iv) Technical support for the implementation of the international guidelines on urban and territorial planning (5) [1]

(v) Technical inputs to regional and global urban planning events of partners (4) [2]

(vi) Adoption of innovations in urban planning (9) [6 outputs [1] and 3 outputs [2]]

(vii) National/subnational planning legislation reviews (5) [3]

(viii) Advisory services for the establishment of regional networks on inclusive, safe and accessible public spaces (4) [2]

(ix) Special task force on planning skills established under the Urban Planning Laboratories and accessible to partners (1) [3]

(x) Planned cities extensions and infills (15 on extensions and 15 on Infills) (30) [1]

(xi) Citywide urban planning and design (9) [3]

(xii) Citywide and site specific public space plans (10) [2]

(xiii) Technical support for an urban green economy (8) [2]

(xiv) Integrating climate change into urban policies (10) [1]

(xv) City compliance with the Mayors Compact (4) [2]

(xvi) Development of low emissions projects (4) [2]

(xvii) Climate change adaptation and resilience (20) [2]

(b) *Training courses, seminars and workshops*

(i) Training and capacity development of senior government authorities to develop national policies and spatial frameworks for a compact, socially inclusive, integrated, connected and climate-resilient system of cities (4) [3]

(ii) Training and capacity development of senior government authorities on regional and metropolitan planning and the green economy (3) [3]

(iii) Training and capacity development of senior government authorities on the adaptation and implementation of the international guidelines on urban and territorial planning (1) [2]

(iv) Training programmes on urban planning for the New Urban Agenda (rapid planning studios for planned city extensions/planned city infill, public spaces, urban planning for city leaders, sustainable urban planning and management and participatory process in Asia (total of 39 training events planned under four topics) (4) [2]

(v) Seminars at country level on enhanced climate action at the local level (4) [2]

(vi) The urban dimension of national adaptation planning (2) [2]

(vii) The urban green economy and cities and climate change (3) [2]

(c) *Field projects*

(i) Support to the development of national urban policies and spatial frameworks in selected countries (includes countries of the Achieving Sustainable Urban Development programme) (10) [1]

(ii) Support to the adaptation and implementation of the international guidelines on urban and territorial planning (2) [1]

(iii) Support to metropolitan planning in selected countries (5) [2]

(iv) Support to regional planning and the green economy in selected countries (2) [3]

(v) Citywide planning/city development strategies (3) [2]

(vi) Planned city infill and extension plans: detailed land use plan for extension, infill and regeneration projects (7) [2]

(vii) Participatory, community-led urban planning at neighbourhood level (9) [2]

(viii) Public space programmes in the various regions (site design at 40 sites), citywide public space strategies (5) [2]

Resource requirements ($70,325,100)

90. The resource requirements by source of funding for this subprogramme are set out in table 10.

Table 10

Resource requirements by source of funds for subprogramme 2

(Thousands of United States dollars)

Category	*2014–2015*	*Change*	*2016–2017*
Foundation general purpose			
Post	2 581.9	–	2 581.9
Non-post	1 655.0	–	1 655.0
Subtotal	**4 236.9**	**–**	**4 236.9**
Regular budget		–	
Post	2 037.0	–	2 037.0
Non-post	221.6	–	221.6
Subtotal	**2 258.6**	**–**	**2 258.6**
Foundation special purpose		–	
Post	253.8	16.9	270.7
Non-post	14 108.4	8 099.5	22 207.9
Subtotal	**14 362.2**	**8 116.4**	**22 478.6**
Technical cooperation			
Post	1 157.9	93.0	1 250.9
Non-post	27 358.5	12 741.6	40 100.1
Subtotal	**28 516.4**	**12 834.5**	**41 350.9**
Total by category			
Post	**6 030.6**	**109.9**	**6 140.5**
Non-post	**43 343.5**	**20 841.1**	**64 184.6**
Total	**49 374.1**	**20 950.9**	**70 325.1**

91. The proposed budget for subprogramme 2, Urban planning and design, is estimated at $70.3 million, as detailed in table 10, of which $4.2 million will be funded from the Foundation general purpose fund, $2.3 million from the United Nations regular budget, $22.5 million from the Foundation special purpose fund and $41.3 million from the technical cooperation fund. Resources of the regional offices and the Programme Division have been distributed across the subprogrammes.

(a) Foundation general purpose

92. The amount of $4.2 million provides for 14 posts at a cost of $2.6 million and $1.6 million in non-post costs. Non-post costs cover costs associated with consultants and experts, travel, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

(b) Regular budget

93. The amount of $2.3 million provides for seven posts at a cost of $2 million and non-post costs of $200,000. Resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2016–2017.

(c) Foundation special purpose

94. The amount of $22.5 million provides for the apportioned staff costs of $300,000 and $22.2 million of project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation fund

95. The amount of $41.3 million provides for four posts at a cost of $1.2 million and $40.1 million of project expenditure in line with the target project activities of the biennium.

C. Subprogramme 3: Urban economy

96. Subprogramme 3 is aligned with focus area 3 of the six-year strategic plan 2014–2019, which will be implemented jointly by the Urban Economy Branch and all the regional offices of UN-Habitat. The Branch comprises the Local Economic Development Unit, the Municipal Finance Unit and the Youth Unit. The main efforts will be focused on promoting urban strategies and policies that strengthen the capacity of cities to realize their full potential as drivers of economic development and of wealth and employment creation. Special attention will be paid to the formulation and implementation of urban strategies and policies that will promote and boost the participation of both men and women, enhance municipal finance and contribute to the creation of decent urban jobs and livelihoods that will increase economic empowerment, in particular for youth and women.

Objective of the Organization

97. To improve urban strategies and policies that promote inclusive economic development, sustainable livelihoods and enhanced municipal finance.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	(a) (i) Increased number of partner cities that prepared local economic development plans Performance measures: Baseline 2012–2013: none Estimate 2014–2015: 6 Target 2016–2017: 8 (ii) Increased number of partner cities that set priorities based on local economic assessment Performance measures: Baseline 2012–2013: none Estimate 2014–2015: 7 Target 2016–2017: 13
(b) Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods, with a focus on urban youth and women	(b) Increased number of partner cities that have adopted urban policies or programmes supportive of improved employment and sustainable livelihoods with a focus on urban youth and women, displaced populations, the disabled community and other vulnerable populations Performance measures: Baseline 2012–2013: 7 Estimate 2014–2015: 15 Target 2016–2017:19
(c) Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance	(c) Increased number of partner cities that have implemented plans or strategies for improved urban and municipal finance Performance measures: Baseline 2012–2013: 8 Estimate 2014–2015: 12 Target 2016–2017: 24

Strategy

98. The subprogramme encourages local, regional and national authorities to adopt or implement inclusive policies and strategies that are supportive of local economic development and promotes the creation of equitable economic opportunities for all, particularly young men and women and vulnerable groups, and improved municipal finance. The strategy for achieving the expected accomplishments is as follows:

(a) Sharing knowledge and good practices on city-specific policies, strategies and tools for achieving inclusive and sustainable economic growth in cities; raising awareness among mayors, city managers and urban professionals of the economic benefits of good urban form and providing technical tools and advisory services on spatial economic analysis to support planning decisions and urban and economic development projects; and creating, through training and coaching, a community of local economic development practitioners to facilitate knowledge-sharing and build the capacity of local governments in local economy assessment, planning and implementation;

(b) Improving the quality and impact of one-stop centres through advisory and capacity-building services that are focused on providing content development, innovations, benchmarking and upscaling, and on linking skills development to labour market surveys and local economic development initiatives; expanding and diversifying the resource base of the Urban Youth Fund by supporting the establishment of national windows and fostering partnerships, with special focus on the governance and employment streams; establishing an alumni network among Urban Youth Fund recipients; increasing the capacity of youth groups, non-governmental organizations and local authorities to mainstream the youth agenda into urban development policies, strategies and programmes using lessons, models and insights derived from operational projects; and raising awareness among all relevant stakeholders about emerging key urban youth issues through the UN-Habitat State of Urban Youth report;

(c) Building the technical and institutional capacity of local authorities, particularly in Africa, to implement necessary institutional and legal reforms to generate additional revenue through innovative endogenous instruments; mainstreaming urban economy issues into national economic development planning processes; and providing capacity-building support to national Governments for scaling up the application of innovative urban and municipal financing instruments.

External factors

99. The subprogramme is expected to achieve its objectives and expected accomplishments on the assumptions that (a) the paucity of disaggregated urban data, which constrains the research and advocacy work of the agency, including on youth and urban economy, is effectively addressed; (b) there is political will to establish an enabling environment for successful implementation of planned interventions; and (c) the commitment of partners vis-à-vis the Youth Programme is maintained and strengthened.

Outputs[3]

100. During the biennium, subprogramme 3 will produce the following outputs:

1. **Other services provided**

(a) *Ad hoc expert group meetings*

(i) Expert group meeting on innovative, integrated solutions to enhance productivity of home-based enterprises and livelihoods of women, men and youth in urban slums in Africa, Latin America and the Caribbean and Asia Pacific with the Participatory Slum Upgrading Programme (1) [1]

(ii) Partners meeting on bridging the urban finance gap: possibilities of establishing a regional financing mechanism for sub-Saharan Africa (drawing on the experience of the Cities Development Initiative for Asia) (1) [1]

(iii) The role and use of the information and communications technology (ICT) for enhancing local revenue and improving municipal finance (1) [1]

(iv) The role of key economic sectors in the creation of jobs and livelihoods for young women and men, with particular focus on the construction, service and knowledge sectors (1) [2]

2. Other substantive activities

(a) *Non-recurrent publications*

(i) Economic and social benefits of improved urban mobility for women and men: evidence-based research and strategies linking urban mobility and urban economic efficiency in the Arab region, Asia and the Pacific, Latin America and the Caribbean, Africa and Eastern Europe, including a case study on the Arab region (1) [1]

(ii) Series of State of the Urban Youth reports: global report and a report each on the Arab region, Asia and the Pacific, Latin America and the Caribbean and India (1) [1]

(iii) Best practices on youth access to urban spaces in three regions (1) [3]

(iv) Case studies on innovative, gender-aware solutions to enhancing local revenue, including a case study on the Arab region (Jordan) (1) [1]

(v) Role of key economic sectors in the creation of jobs and livelihoods for young men and women, with particular focus on the construction, service and knowledge sectors (1) [1]

(vi) Implementing urban sustainable development goals: a local finance perspective (1) [3]

(vii) Urban regulations and policies that improve the productivity of women and men operating in the urban informal sector (1) [1]

(viii) Job creation for women, men and young people through provision of housing, infrastructure and basic urban services: study of successful housing and urban slum upgrading programmes in Africa, Latin America and the Caribbean and Asia and the Pacific through and with the Participatory Slum Upgrading Programme (1) [3]

3. Technical cooperation

(a) *Advisory services*

(i) Mainstreaming youth and promoting the engagement of young women and men in local, regional and national governance in the Arab region, Asia and the Pacific and Latin America (3) [1]

(ii) Promoting urban youth integration into national urban policies in Africa, the Arab region and Latin America (3) [1]

(iii) Skills and entrepreneurship development for young women and men using the One Stop Youth Centre model in Africa, the Arab region (State of Palestine), Asia and Latin America (4) [1]

(iv) Advisory services on the creation of youth-inclusive public spaces for young women and men in Africa, the Arab region, Asia and the Pacific and Latin America (4) [3]

(v) Preparation of a business plan to support the financing of planned city extensions/infills in the Achieving Sustainable Urban Development programme phases I and II countries (3) [1]

(vi) Promotion of creditworthiness using credit rating and capacity-building in the Arab region (1) [1]

(vii) Public-private partnerships and community partnerships for financing urban development in post-conflict and other countries: Afghanistan, Bangladesh, Mongolia, Pakistan and Sri Lanka (1) [1]

(viii) Public-private partnerships and community partnerships for financing urban development in post-conflict and other countries: Iraq, State of Palestine and Syrian Arab Republic (1) [1]

(ix) Public-private partnerships and community partnerships for financing urban development, including in post-conflict countries and other countries in Latin America (1) [1]

(x) Financing city development strategies in Myanmar (2), Viet Nam (8) and Pakistan (1) [1]

(xi) Financing city development strategies in four countries (Colombia, Brazil, Haiti and Mexico) (1) [1]

(xii) Set of services to support scoping, preparation of local revenue enhancement plans and road maps to enhance local revenue in Africa, the Arab region (Jordan) and Latin America (3) [1]

(xiii) Developing innovative urban strategies and regulations to promote a green service sector and ICT-based jobs for women, men and youth in five cities in Africa, the Middle East, Latin America and the Caribbean and Asia and the Pacific (1) [2]

(xiv) Supporting cities in preparing urban economy profiles, local economic development strategies and investment packages to benefit women, men and youth (4) [1]

(xv) Economic development approaches for urban regeneration in the Achieving Sustainable Urban Development programme phases I and II countries (3) [1]

(b) *Training courses, seminars and workshops*

(i) Capacity-building for Youth Fund grant recipients on project management, financial literacy, reporting, communications and monitoring and evaluation in Africa, Asia, Latin America and the Caribbean and the Arab region (4) [1]

(ii) Training academy on urban financing approaches, with a focus on land-based financing, municipal creditworthiness and public-private partnerships in Africa, the Arab region (Jordan) and Latin America and the Caribbean (3) [1]

(iii) Trainings for local economic development practitioners on spatial economic analysis using tools developed through scenario planning work in the Achieving Sustainable Urban Development programme phases I and II cities (1)[1]

(c) *Field projects*

(i) Expanding Youth Fund scope for young women and men by supporting Youth Fund projects in new cities in Africa, the Arab region, Asia and the Pacific and Latin America (4) [2]

(ii) Supporting sustainable livelihoods and employment for young women and men, including in post-conflict countries: Rwanda, Somalia, South Africa (1) [2]

(iii) Supporting sustainable livelihoods and employment for young women and men, including in post-conflict countries: Jordan, Lebanon, State of Palestine and Syria, (1) [2]

(iv) Youth empowerment in Myanmar (1) [2]

(v) Promoting improvement of municipal revenue generation through property registration in post-conflict and other countries: Afghanistan, Bangladesh, Myanmar and Pakistan (1) [1]

(vi) Promoting improvement of municipal revenue generation through property registration in post-conflict and other countries: Iraq and State of Palestine (1) [1]

(vii) Strengthening the capacity of cities for revenue enhancement, including in post-conflict and other countries: Mozambique and Somalia (1) [1]

(viii) Preparing cities for investment: pilot collaboration with the Inter-American Development Bank and other partners in selected cities of the Sustainable Cities Programme (1) [1]

(ix) Improving creditworthiness in two countries in the Arab region, including Jordan (1) [1]

(x) Promoting job creation and livelihoods for women, men and youth through local economic development (2) [2]

(xi) Inclusive local economic development for women, men and youth in Bangladesh and Pakistan (1) [2]

(xii) Building partnerships in support of job creation for the urban poor, youth and women in Afghanistan, Bangladesh, Myanmar and Pakistan (1) [2]

(xiii) Building partnerships in support of job creation for the urban poor, youth and women in Iraq, Lebanon, State of Palestine and Syrian Arab Republic (1) [2]

(xiv) Building partnerships in support of improved incomes and livelihoods and access to financial services for women, men and youth in Mongolia, Myanmar and Pakistan (1) [2]

(xv) Supporting local livelihoods and employment for the urban poor and women in Bangladesh, Mongolia, Myanmar and Pakistan (1) [2]

(xvi) Enhancing access to credit for livelihoods in post-conflict and other countries: Afghanistan, Bangladesh, Myanmar and Pakistan (1)[2]

(xvii) Supporting development of local economic development plans and strategies in targeted cities in Mozambique and Nigeria to benefit women, men and youth (1) [2]

(xviii) Supporting local economic development for women, men and youth in cities in Brazil, Colombia and Haiti (1) [1]

(xix) Spatial-economic and finance components of city infill projects in Brazil, Colombia, Haiti, Mexico and Panama, (1) [1]

(xx) Enhancing supply chains by promoting implementation of spatial and transport-related solutions to address mobility bottlenecks for women and men in two pilot cities in Latin America and the Caribbean and one in the Arab region (2) [1]

Resource requirements ($39,491,500)

101. The resource requirements by source of funding for this area are set out in table 11.

Table 11

Resource requirements by source of funds for subprogramme 3

(Thousands of United States dollars)

Category	*2014–2015*	*Change*	*2016–2017*
Foundation general purpose			
Post	1 855.9	–	1 855.9
Non-post	1 492.7	–	1 492.7
Subtotal	**3 348.6**	**–**	**3 348.6**
Regular budget		–	
Post	2 626.9	–	2 626.9
Non-post	345.9	–	345.9
Subtotal	**2 972.8**	**–**	**2 972.8**
Foundation special purpose		–	
Post	308.8	20.6	329.4
Non-post	6 163.4	(1 326.2)	4 837.2
Subtotal	**6 472.2**	**(1 305.6)**	**5 166.6**
Technical cooperation			
Post	921.8	77.2	999.0
Non-post	19 514.0	7 490.5	27 004.5
Subtotal	**20 435.8**	**7 567.7**	**28 003.5**
Total by category			
Post	**5 713.4**	**97.8**	**5 811.3**
Non-post	**27 516.1**	**6 164.2**	**33 680.2**
Total	**33 229.5**	**6 262.0**	**39 491.5**

102. The proposed budget for subprogramme 3, Urban economy, is estimated at $39.5 million, as reflected in table 11, of which $3.3 million will be funded from the Foundation general purpose fund, $3 million from the regular budget, $5.2 million from the Foundation special purpose fund and $28 million from the technical cooperation fund. Resources of the regional offices and the Programme Division have been distributed across the subprogrammes.

(a) Foundation general purpose

103. The amount of $3.3 million provides for 10 posts and staff expenditure at a cost of $1.8 million and $1.5 million of non-post costs. Non-post costs cover costs associated with consultants and experts, travel, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

(b) Regular budget

104. The amount of $3 million provides for 11 posts at a cost of $2.6 million and non-post costs of $300,000. Resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2016–2017.

(c) Foundation special purpose

105. The amount of $5.2 million provides for one post at a cost of $300,000 and $4.8 million of project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

106. The amount of $28 million provides for three posts at a cost of $1 million and $27 million of project expenditure in line with the target project activities of the biennium.

D. Subprogramme 4: Urban basic services

107. Subprogramme 4 is aligned with focus area 4 of the six-year strategic plan 2014–2019, which will be implemented jointly by the Urban Basic Services Branch and all the regional offices of UN-Habitat. The Branch comprises the Solid Waste Unit, the Urban Energy Unit, the Urban Mobility Unit and the Water and Sanitation Unit. During the biennium, emphasis will be placed on strengthening policies and institutional frameworks for expanding equitable access to urban basic services, especially for the poor. Environmental pollution, including air pollution from the industrial sector, will be addressed as part of the activities under urban mobility and energy. Urban waste management is considered a part of sanitation.

Objective of the Organization

108. To increase equitable access to urban basic services and the standard of living of the urban poor.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by partner local, regional and national authorities	(a) Increased number of partner local, regional and national authorities implementing institutional and legislative frameworks for increasing equitable access to urban basic services, the international guidelines on decentralization and the guidelines on access to basic services for all Performance measures: Partner local authorities Baseline 2012–2013: 165 Estimate 2014–2015: 170 Target 2016–2017: 175 Partner regional authorities Baseline 2012–2013: 5 Estimate 2014–2015: 7 Target 2016–2017: 8 Partner national authorities Baseline 2012–2013: 27 Estimate 2014–2015: 30 Target 2016–2017: 32
(b) Enhanced enabling environment for promoting investments in urban basic services in partner countries, with a focus on the urban poor	(b) Increased amount and impact of investments in urban basic services catalysed by UN-Habitat programmes in partner countries Performance measures: Baseline 2012–2013: $40 million Estimate 2014–2015: $50 million Target 2016–2017: $65 million

Expected accomplishments of the Secretariat	Indicators of achievement
(c) Increased coverage of sustainable urban basic services in targeted communities	(c) (i) Increased number of people in targeted communities with access to sustainable water and sanitation services as a result of UN-Habitat interventions Performance measures: Baseline 2012–2013: 1.5 million Estimate 2014–2015: 1.7 million Target 2016–2017: 2 million (ii) Increased number of people in targeted communities with access to sustainable energy supply as a result of UN-Habitat interventions Performance measures: Baseline 2012–2013: 6,000 Estimate 2014–2015: 7,000 Target 2016–2017: 10,000 (iii) Increased number of people in targeted communities with access to sustainable modes of transport as a result of UN-Habitat interventions Performance measures: Baseline 2012–2013: none Estimate 2014–2015: 60,000 Target 2016–2017: 250,000

Strategy

109. A key focus of subprogramme 4 is supporting local, regional and national authorities responsible for urban and human settlements issues in developing and implementing policies for increasing equitable access to urban basic services and improving the standard of living of the urban poor. The strategy for achieving the expected accomplishments is as follows:

(a) Regarding access to sustainable urban basic services, the subprogramme will support local, regional and national authorities in strengthening their legislative and institutional frameworks for the expansion of equitable access to urban basic services. Efforts will focus on advocacy and networking on basic services to contribute to the post-2015 development agenda, as and when approved by the General Assembly, through collaboration with the United Nations inter-agency coordination mechanisms on water resources and energy (UN-Water and UN-Energy), the technical working group of the Secretary-General on transport , the regional commissions and intergovernmental bodies. Support will also be given to national and subnational policy and sector reform processes to develop and implement pro-poor policies. To achieve this, the subprogramme will strengthen its involvement in the development of country support strategies through active engagement with other United Nations partners. The subprogramme will also support the implementation of the international guidelines on decentralization and the guidelines on access to basic services for all, and the development and dissemination of toolkits, standards and guidelines as valuable tools for expanding access to urban basic services;

(b) To increase the flow of investments into urban basic services, the subprogramme will build a broad range of innovative, strategic partnerships, in particular with regional development banks, regional commissions and the private sector. Existing partnerships with the regional development banks will be strengthened to provide pre-investment support and technical assistance to partner countries. It will also continue to strengthen its work with the private sector to channel financial support to expand access to urban basic services. Pro-poor financing mechanisms will be developed to mobilize support for the poor and vulnerable groups;

(c) Regarding the use of sustainable urban basic services, the subprogramme will support programmes and projects aimed at enhancing the use of sustainable urban basic services in partner cities. A rights-based approach will be promoted to enhance effective collaboration between duty bearers and rights holders in improving access to basic services. It will continue its support to the Special Rapporteur on the human right to safe drinking water and sanitation to ensure that those services are available, accessible, safe, acceptable and affordable for all, without discrimination.

Consumers and users of urban basic services will also be engaged to promote sustainable consumption practices through awareness and education programmes.

External factors

110. The subprogramme is expected to achieve its expected accomplishments on the assumptions that (a) there will be continued interest and willingness by development agencies, financial institutions, national Governments and the private sector to support the planned work; and (b) there will be political stability, commitment, goodwill and conditions for good governance in the participating cities, regions and countries.

Outputs[2]

111. During the biennium, subprogramme 4 will produce the following outputs:

1. **Other services provided**

(a) *Ad hoc expert group meetings*

(i) Sustainable and inclusive urban basic services with a focus on urban planning, legislation and financing (4) [1]

2. **Other substantive activities**

(a) *Recurrent publications*

(i) Biennial report on the state of urban basic services in UN-Habitat (2) [1]

(b) *Non-recurrent publications*

(i) Publication on the Urban Electric Mobility Initiative, with emphasis on its contribution to improved air quality (1) [1]

(ii) Energy and resource efficiency building code for tropical countries, with emphasis on its contribution to improved air quality (1) [1]

(iii) Publication on building urban safety through urban mobility (1) [2]

(c) *Technical materials*

(i) Policy guidance notes on integrated, inclusive and sustainable urban basic services to support the implementation of actions to achieve the sustainable development goals (4) [1]

3. **Technical cooperation**

(a) *Advisory services*

(i) Improving urban planning and legislation for urban water and sanitation, including support to the Global Wastewater Initiative and the UN-Water work programme (14) [1]

(ii) Urban sanitation services, including waste management services (3) [1]

(iii) Sustainable energy services (3) [1]

(iv) Supporting local authorities and national and regional institutions to increase access to urban basic services through urban planning, legislation and financial services (4) [1]

(v) Preparation of urban basic services programmes within the framework of integrated, inclusive, safe and sustainable urban development (7) [2]

(vi) Advisory services on mainstreaming safer cities principles and practices into urban mobility (3) [2]

(b) *Training courses, seminars and workshops*

(i) Orientation training and workshops for policy makers on urban planning, legislation and finance for improved urban water and sanitation (6) [1]

(ii) Regional workshops on legislation for sustainable building design and energy-efficient building code development, with emphasis on its contribution to improved air quality (1) [1]

(iii) Urban legislation for sustainable building design for tropical countries (2) [2]

(iv) Development of local-level water, sanitation and hygiene (WASH) strategy and capacity-building workshops and other events focusing on urban planning and legislation for improved water and environmental sanitation, including waste management services (6) [2]

(v) Seminar on sustainable urban water management and drainage with a focus on urban planning, legislation and finance (3) [2]

(vi) Training programmes on sustainable mobility solutions within the framework of integrated, inclusive and sustainable urban development, with emphasis on its contribution to improved air quality (4) [1]

(vii) Workshops on energy efficiency, renewable energy and access to modern energy services within the framework of integrated, inclusive and sustainable urban development (8) [3]

(viii) Training workshops on safety audit profiling for women and girls in public transport, using mobile technology (3) [2]

(c) *Field projects*

(i) Demonstration field projects for sustainable access to urban basic services with a focus on planning, legislation and finance (6) [1]

(ii) Pre-investment capacity development support with development partners with a focus on financing of urban basic services within the framework of integrated, inclusive and sustainable urban development (6) [1]

(iii) Demonstration field projects on integrated, inclusive and sustainable urban water supply services (12) [1]

(iv) Energy efficiency, renewable energy and access to modern energy services within the framework of integrated, inclusive and sustainable urban development, with emphasis on its contribution to improved air quality (4) [1]

(v) Field projects on sustainable urban mobility (bus rapid transit, Urban Electric Mobility Initiative, non-motorized transportation), with emphasis on its contribution to improved air quality (8) [1]

(vi) Improved access to sanitation, including waste management services, in selected urban communities within the framework of integrated, inclusive and sustainable urban development (5) [1]

Resource requirements ($66,376,900)

112. The resource requirements by source of funding for this area are set out in table 12.

Table 12

Resource requirements by source of funds for subprogramme 4

(Thousands of United States dollars)

Category	*2014–2015*	*Change*	*2016–2017*
Foundation general purpose		–	
Post	2 478.3	–	2 478.3
Non-post	1 411.5	–	1 411.5
Subtotal	**3 889.8**	**–**	**3 889.8**
Regular budget		–	
Post	1 812.4	–	1 812.4
Non-post	283.7	–	283.7
Subtotal	**2 096.1**	**–**	**2 096.1**
Foundation special purpose		–	
Post	608.6	40.6	649.2
Non-post	41 276.6	(8 511.4)	32 765.2
Subtotal	**41 885.2**	**(8 470.8)**	**33 414.4**
Technical cooperation		–	
Post	1 841.5	138.6	1 980.1
Non-post	17 410.9	7 585.6	24 996.4
Subtotal	**19 252.4**	**7 724.2**	**26 976.5**
Total by category		–	
Post	**6 740.8**	**179.2**	**6 920.0**
Non-post	**60 382.7**	**(925.8)**	**59 456.9**
Total	**67 123.6**	**(746.7)**	**66 376.9**

113. The proposed budget for subprogramme 4, Urban basic services, is estimated at $66.4 million, as reflected in table 12, of which $3.9 million is funded from the Foundation general purpose fund, $2.1 million from the regular budget, $33.4 million from the Foundation special purpose fund and $27 million from the technical cooperation fund. Resources of the regional offices and the Programme Division have been distributed across all subprogrammes.

(a) Foundation general purpose

114. An amount of $3.9 million provides for eight posts and staff expenditure at a cost of $2.5 million and non-post costs of $1.4 million. Non-post costs cover costs associated with consultants and experts, travel, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

(b) Regular budget

115. The amount of $2.1 million provides for nine posts at a cost of $1.8 million and non-post costs of $300,000. Resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2016–2017.

(c) Foundation special purpose

116. The amount of $33.4 million provides for one post and staff expenditure at a cost of $600,000 and $32.8 million of project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

117. The amount of $27 million provides for five posts and staff costs at a cost of $2 million and project expenditure of $25 million in line with the targeted project activities for the biennium.

E. Subprogramme 5: Housing and slum upgrading

118. This subprogramme is aligned with focus area 5 of the six-year strategic plan 2014–2019, which will be implemented by the Housing and Slum Upgrading Branch and all the regional offices of UN-Habitat. The Branch comprises the Slum Upgrading Unit and the Housing Unit. The subprogramme will assist Member States to analyse their housing policies and formulate housing strategies and interventions that are gender responsive.

Objective of the Organization

119. To improve access to sustainable adequate housing, improve the standard of living in slums and curb the growth of new slums in an inclusive manner.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved housing policies, strategies or programmes in line with the principles of the Global Housing Strategy and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living	(a) (i) Increased number of partner countries that are implementing improved housing policies, strategies or programmes in line with the principles of the Global Housing Strategy Performance measures: Baseline 2012–2013: 30 Estimate 2014–2015: 32 Target 2016–2017: 35 (ii) Increased number of partner countries that are implementing frameworks or programmes preventing unlawful forced eviction Performance measures: Baseline 2012–2013: 6 Estimate 2014–2015: 15 Target 2016–2017: 22 (iii) Increased number of partner countries that are implementing sustainable building codes, regulations or certification tools Performance measures: Baseline 2012–2013: none Estimate 2014–2015: 18 Target 2016–2017: 35
(b) Improved slum upgrading and prevention policies, strategies or programmes	(b) (i) Increased number of partner countries that are formulating improved slum upgrading and prevention policies or strategies Performance measures: Baseline 2012–2013: 23 Estimate 2014–2015: 30 Target 2016–2017: 36 (ii) Increased number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes Performance measures: Baseline 2012–2013: 8 Estimate 2014–2015: 34 Target 2016–2017: 48

Expected accomplishments of the Secretariat	Indicators of achievement
(c) Enhanced capacity of slum communities to advocate on their own behalf and partner with national and local authorities implementing policies or programmes on access to adequate housing and improved standard of living in slums	(c) (i) Increased community representation in coordinating bodies of partner countries, such as the national Habitat committees Performance measures: Baseline 2012–2013: none Estimate 2014–2015: 9 Target 2016–2017: 27 (ii) Increased number of communities in partner countries that are empowered to lead and implement initiatives Performance measures: Baseline 2012–2013: 12 Estimate 2014–2015: 26 Target 2016–2017: 36

Strategy

120. In 2013, the Governing Council adopted the Global Housing Strategy framework aimed at assisting member States in working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living, in particular towards reducing unlawful forced evictions. The strategy for achieving the expected accomplishments will be as follows:

(a) The improvement of housing policies, strategies and programmes will be accomplished through the provision of policy advice, technical support and capacity development to national and local authorities in their efforts to develop housing strategies based on the principles and guidelines provided by the Global Housing Strategy. The strategies will also include the promotion of increased access to adequate housing, slum upgrading and prevention and community development through five cross-cutting strategies: advocacy; knowledge management; policy advice; capacity development at the national and local levels; and support for the implementation of operational activities. Furthermore, support will be given to countries to translate their strategies into programmes and develop and implement their sustainable building codes;

(b) With the political support of the Secretariat of the African, Caribbean and Pacific States, UN-Habitat will support the implementation of slum upgrading and prevention policies, strategies or programmes through the Participatory Slum Upgrading Programme in African, Caribbean and Pacific countries. Lessons learned and capacity built will be leveraged for an upscaling at the community, city and national levels, globally. UN-Habitat will provide policy advice, technical assistance and capacity development to support national and local authorities in developing slum upgrading and prevention policies, strategies and programmes to address one or more of the slum deprivations related to livelihoods, and in particular the living standards of women, children and youth. UN-Habitat, utilizing its urban profiling methodology, will support country teams in diagnosing the slum conditions in selected cities, undertake policy reviews and, through participatory processes, develop and implement citywide slum upgrading strategies and interventions;

(c) UN-Habitat will cooperate with partner national authorities in facilitating the participation of slum communities in relevant coordinating bodies in this area, such as the national Habitat committees. Furthermore, UN-Habitat will enhance its cooperation with local, regional and national partners with the purpose of increasing ownership of all actors, aimed at sustaining continued efforts, the upscaling of housing and slum upgrading and prevention initiatives.

External factors

121. The subprogramme will achieve its expected accomplishments on the assumptions that: (a) risks associated with changes in government which could potentially slow down the progress of initiatives on land and housing will be minimal; (b) Member States respond positively to the guidance and recommendations provided; and (c) social and political stability prevails in the areas where projects are being implemented.

Outputs[2]

122. During the biennium, subprogramme 5 will produce the following outputs:

1. Other services provided

(a) *Ad hoc expert group meetings*

(i) Key framework issues of the Global Housing Strategy (4) [2]

(ii) Monitoring systems, approaches and mechanisms for slum upgrading and prevention (2) [2]

(iii) Expert group meeting on practical guides for slum upgrading and prevention policy implementation in line with the New Urban Agenda (1) [2]

(iv) Meetings in collaboration with relevant partners on key framework issues of the Global Housing Strategy (2) [2]

(v) Global and regional events promoting sustainable and inclusive approaches towards slum upgrading and prevention during the World Urban Forum, international tripartite conferences and Habitat III (4) [1]

2. Other substantive activities

(a) *Non-recurrent publications*

(i) Series of thematic papers to support country-level implementation of the Global Housing Strategy (1) [2]

(ii) Global trends in slum upgrading and prevention following recommendations from Habitat III and the sustainable development goals (1) [2]

(iii) Publication documenting inclusive sustainable slum upgrading and prevention policies, strategies and programmes (1) [2]

(iv) Publication on the impact of the participation of slum dwellers in slum upgrading and prevention programmes, strategies and policies (1) [2]

(b) *Technical materials*

(i) Methodological guidelines to support key framework issues of the Global Housing Strategy at country level (7) [3]

(ii) Technical guide for slum upgrading and prevention approaches and monitoring systems (1) [1]

(iii) Technical guide on lessons for upscaled slum upgrading (1) [2]

(iv) Technical guide for street-led citywide slum upgrading and prevention (1) [3]

(v) Policy guide on financing models and resource mobilization strategies for slum upgrading and prevention (1) [3]

(vi) Training package for community-led project implementation (1) [1]

(vii) Tool on e-participation and e-governance for slum upgrading and prevention (1) [1]

(viii) Policy guidance note on participatory decision-making and the use of a human rights-based approach in participatory project design (1) [3]

(ix) Series of policy guides formulated on key framework issues of the Global Housing Strategy (1) [2]

(x) Training package for national and local authorities for a strengthened institutional set-up for community-managed funds (8) [1]

3. **Technical cooperation**

(a) *Advisory services*

(i) Assistance to national Governments and cities in preparing housing profiles and strategies at national and city levels that include the key framework issues of the Global Housing Strategy (15) [1]

(ii) Assistance to the development of an operational South-South cooperation framework in the four regions through regional workshops, study trips and documentation of best practices (4) [3]

(iii) Assistance to Arab States and States in the African, Latin American and the Caribbean and Asia and the Pacific regions on the formulation of regional and subregional strategies for slum upgrading and prevention (4) [2]

(iv) Assistance to national Governments and other relevant stakeholders in the production of national urban profiles assessing slum upgrading and prevention needs, linked to the themes of the New Urban Agenda (4) [3]

(v) Assistance to the establishment of regional platforms for exchange on slum upgrading and prevention promoting South-South cooperation (4) [3]

(vi) Assistance to country teams for policy and regulatory review and formulation of slum upgrading and prevention strategies (4) [1]

(vii) Assistance to country teams in the implementation of slum upgrading and prevention strategies (4) [1]

(viii) Assistance to Habitat Agenda partners on data collection on and evaluation of active coordinating bodies, with increased community participation, and case studies on successful diverse community participation and its impact at national and local levels (9) [3]

(b) *Training courses, seminars and workshops*

(i) Hands-on workshops in collaboration with relevant partners at national and local levels on key framework issues of the Global Housing Strategy (2) [2]

(ii) Workshops on key framework issues of the Global Housing Strategy (7) [3]

(iii) Capacity-building of senior government officials on slum upgrading and prevention principles, including the prevention of forced evictions, policy and regulatory review, financing models and formulation of slum prevention and slum upgrading strategies in line with the New Urban Agenda (4) [3]

(iv) Workshops on effective and inclusive participation tools for diverse community participation in national Habitat committees (2) [3]

(v) Trainings of community representatives and community organizations to strengthen capacity of slum dwellers (3) [1]

(c) *Field projects*

(i) Pilot projects to demonstrate key framework issues of the Global Housing Strategy (7) [2]

(ii) Demonstration projects to strengthen capacities of national authorities to formulate national housing strategies (7) [3]

(iii) Implementation of slum upgrading and prevention pilot projects (4) [1]

(iv) Establishment of slum dwellers' residents committees and community-managed funds (4) [1]

(v) Project design and formulation with communities of pilot project priorities (13) [1]

(vi) Providing services and housing to diverse vulnerable communities (4) [2]

Resource requirements (US$ 88,820,500)

123. The resource requirements by source of funding for this area are set out in table 13.

Table 13

Resource requirements by source of funds for subprogramme 5

(Thousands of United States dollars)

Category	*2014–2015*	*Change*	*2016–2017*
Foundation general purpose			
Post	2 266.6	–	2 266.6
Non-post	1 371.0	–	1 371.0
Subtotal	**3 637.6**	**–**	**3 637.6**
Regular budget			
Post	744.9	–	744.9
Non-post	95.7	–	95.7
Subtotal	**840.6**	**–**	**840.6**
Foundation special purpose			
Post	608.6	40.6	649.2
Non-post	4 335.9	1 608.2	5 944.1
Subtotal	**4 944.5**	**1 648.8**	**6 593.3**
Technical cooperation			
Post	3 456.0	235.2	3 691.2
Non-post	53 619.2	20 438.7	74 057.9
Subtotal	**57 075.2**	**20 673.8**	**77 749.0**
Total by category			
Post	**7 076.1**	**275.7**	**7 351.8**
Non-post	**59 421.8**	**22 046.9**	**81 468.7**
Total	**66 497.9**	**22 322.7**	**88 820.5**

124. The proposed budget for subprogramme 5, Housing and slum upgrading, is estimated at $88.8 million as reflected in table 13, of which $3.6 million is funded from the Foundation general purpose fund, $800,000 from the regular budget, $6.6 million from the Foundation special purpose fund and $77.7 million from the technical cooperation fund. Resources of the regional offices and the Programme Division have been distributed across all subprogrammes.

(a) Foundation general purpose

125. The amount of $3.6 million provides for seven posts and staff costs of $2.2 million and $1.4 million of non-post costs. Non-post costs cover costs associated with consultants and experts, travel, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

(b) Regular budget

126. The amount of $800,000 provides for three posts at a cost of $700,000 and non-post costs of $100,000. Resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2016–2017.

(c) Foundation special purpose

127. The amount of $6.6 million provides for one post and staff costs of $600,000 and $5.9 million of project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

128. The amount of $77.7 million provides for 13 posts and staff costs at a cost of $3.7 million and $74 million of project expenditure in line with the target project activities for the biennium

F. Subprogramme 6: Risk reduction and rehabilitation

129. Subprogramme 6 is aligned with focus area 6 of the strategic plan 2014–2019, which will be implemented jointly by the Risk Reduction and Rehabilitation Branch and the regional offices of UN-Habitat. The Branch comprises the Settlements Recovery Unit, the Shelter Rehabilitation Unit and the Urban Risk Reduction Unit. The subprogramme will focus on crisis- affected cities, offering disaster prevention and disaster response services.

Objective of the Organization

130. To increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	(a) Increased number of partner local, regional and national governments that have included urban risk reduction and management in their plans Performance measures: Partner local and regional governments Baseline 2012–2013: 76 Estimate 2014–2015: 100 Target 2016–2017: 135 Partner national Governments Baseline 2012–2013: 5 Estimate 2014–2015: 7 Target 2016–2017: 14
(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	(b) Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes that include risk reduction Performance measures: Baseline 2012–2013: 60 per cent Estimate 2014–2015: 65 per cent Target 2016–2017: 70 per cent
(c) Improved shelter rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements	(c) Increased percentage of shelter and related infrastructure rehabilitation programmes that are contributing to disaster-resilient permanent housing Performance measures Baseline 2012–2013: 40 per cent Estimate 2014–2015: 45 per cent Target 2016–2017: 50 per cent

Strategy

131. The subprogramme will support increased resilience of cities to the impacts of natural and human-made disasters and undertake recovery and rehabilitation in ways that advance sustainable urban development. The strategy for achieving the expected accomplishments is as follows:

(a) Facilitating coordination and supporting implementation of urban risk reduction, settlements recovery and shelter rehabilitation work through the provision of technical support to field operations, regional offices and other thematic branches of the agency; generating knowledge, lessons learned, tools, guidelines and policy; and contributing to inter-agency cooperation, partnerships and networking for emergency interventions linked to long-term technical and capacity-building support for countries facing or recovering from crisis to improve efficiency and facilitate early recovery;

(b) Providing substantive inputs to promote sustainable settlement recovery and reconstruction; maximizing the use of humanitarian funding to catalyse early recovery; and collaborating with humanitarian agencies and United Nations country teams to link humanitarian action to development planning processes at all levels;

(c) Facilitating the design and implementation of sustainable and equitable disaster risk reduction programmes for the Hyogo Framework for Action; promoting the development of appropriate legal and regulatory frameworks related to human settlements, addressing equitable land rights, security of tenure, long-term economic revitalization and local economic development, the provision of basic infrastructure, strategic land use planning and the restoration of urban environments; and promoting all post-crisis programming and projects associated with the urban risk reduction, settlement recovery and shelter rehabilitation projects to integrate gender-responsive, youth-aware, environmentally friendly and rights-based approaches in strategic, incremental and capacity development-oriented activities designed with long-term goals.

External factors

132. The subprogramme will achieve its expected accomplishments on the assumptions that (a) there is an enabling environment for responding to natural and complex emergencies as well as requests to make cities more resilient; and (b) partners will accept UN-Habitat's advice on sustainable urban development, including urban resilience.

Outputs[2]

133. During the biennium, subprogramme 6 will produce the following outputs:

1. Other substantive activities

(a) *Non-recurrent publications*

(i) Guidance on developing inclusive resilience action plans in urban areas, focusing on sustainable urban planning, legislation and economy (1) [1]

(ii) Publications/guidelines on urban disaster risk reduction highlighting urban planning, legislation and economy (2) [2]

(iii) Building urban resilience in fragile States: trends and best practice report highlighting the role of urban planning, legislation and the economy (1) [2]

(iv) Biennial report/review of trends in settlement recovery (1) [1]

(v) Twenty years of UN-Habitat humanitarian interventions (1) [2]

(b) *Technical materials*

(i) Standards and certification for resilience assessments highlighting the significance of urban planning, legislation and the economy for inclusive preparedness (1) [2]

(ii) Standard operating procedures for efficient and timely humanitarian urban response (1) [2]

(iii) Emergency activities: menu of options and "How To" guide on sustainable settlements recovery, addressing housing reconstruction (planning), housing/land/property rights (legislation) and urban livelihoods (the economy). (1) [3]

(iv) City and neighbourhood profiles (1) [2]

2. Technical cooperation

(a) *Advisory services*

(i) Mainstreaming resilience principles and practices into urban planning, legislation and the economy (6) [1]

(ii) Response for early recovery advisory and coordination services for urban crises (4) [1]

(iii) Emergency advisory and coordination services on sustainable settlements recovery, addressing urban housing reconstruction (4) [1]

(b) *Training courses, seminars and workshops*

(i) Training course on urban resilience profiles highlighting urban planning, legislation and the economy (3) [2]

(ii) Training for policy makers and crisis responders on sustainable settlements recovery, addressing housing reconstruction and focusing on the legislative area of housing/land/property and urban livelihoods (1) [2]

(iii) Training course on sustainable settlements recovery, addressing urban housing reconstruction (1) [3]

(c) *Field projects*

(i) National urban resilience initiatives as part of national urban policies (7) [1]

(ii) Field projects on city resilience profiling and disaster risk reduction, demonstrating inclusive (rights-based), integrated and sustainable approaches (4) [2]

(iii) Regional project on urban resilience (3) [2]

(iv) Response project to improve living conditions of crisis-affected communities (10) [1]

(v) Early recovery field projects demonstrating the application of sustainable settlements recovery, addressing urban housing reconstruction (4) [2]

(d) *Inter-agency meetings and activities and contribution to joint outputs*

(i) Inter-Agency Standing Committee meetings (12) [2]

(ii) Inter-Agency Standing Committee cluster meetings (4) [2]

(iii) coordination through the Emergency Director Group; inter-agency coordination through the Emergency Director Group; support to humanitarian coordinators, humanitarian country teams and United Nations country teams; coordination of donor staff secondments; coordination of meetings of the Inter-Agency Standing Committee principals (1) [1]

Resource requirements ($82,513,300)

134. The resource requirements by source of funding for this area are set out in table 14.

Table 14

Resource requirements by source of funds for subprogramme 6

(Thousands of United States dollars)

Category	*2014–2015*	*Change*	*2016–2017*
Foundation general purpose			
Post	2 933.5	–	2 933.5
Non-post	1 492.7	–	1 492.7
Subtotal	**4 426.2**	**–**	**4 426.2**
Regular budget		–	
Post	779.3	–	779.3
Non-post	127.4	–	127.4
Subtotal	**906.7**	**–**	**906.7**
Foundation special purpose			
Post	489.4	32.6	522.0
Non-post	12 738.1	(12 258.7)	479.4
Subtotal	**13 227.5**	**(12 226.1)**	**1 001.4**
Technical cooperation			
Post	3 989.0	271.5	4 270.5
Non-post	47 082.6	24 825.9	71 908.5
Subtotal	**51 081.6**	**25 097.4**	**76 179.0**
Total by category			
Post	**8 201.2**	**304.1**	**8 505.3**
Non-post	**61 440.8**	**12 567.2**	**74 008.0**
Total	**69 642.0**	**12 871.3**	**82 513.3**

135. The proposed budget for subprogramme 6, Risk reduction and rehabilitation, is estimated at $82.5 million, as reflected in table 14, of which $4.4 million is funded from the Foundation general purpose fund, $900,000 from the regular budget, $1 million from the Foundation special purpose fund and $76.2 million from the technical cooperation fund. Resources of the regional offices and the Programme Division have been distributed across all subprogrammes.

(a) Foundation general purpose

136. An amount of $4.4 million provides for 10 posts and staff expenditure at a cost of $2.9 million and non-post costs of $1.5 million. Non-post costs cover costs associated with consultants and experts, travel, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

(b) Regular budget

137. The amount of $900,000 provides for four posts at a cost of $800,000 and non-post costs of $100,000. Resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2016–2017.

(c) Foundation special purpose

138. The amount of $1 million provides for one post and staff expenditure at a cost of $500,000 and $500,000 of project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

139. The amount of $76.2 million provides for 11 posts and staff expenditure at a cost of $4.3 million and $72 million of project expenditure in line with the target project activities for the biennium.

G. Subprogramme 7: Research and capacity development

140. Subprogramme 7 is aligned with focus area 7 of the strategic plan 2014–2019, which will be implemented jointly by the Research and Capacity Development Branch and all the regional offices of UN-Habitat. The Branch comprises the Research Unit, the Capacity Development Unit and the Global Urban Observatories Unit.

Objective of the Organization

141. The overall objective of subprogramme 7 is to improve knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the local, national and global levels.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring of urban conditions and trends	(a) (i) Increased number of urban observatories using UN-Habitat monitoring tools, methods and data Performance measures: Baseline 2012–2013: 274 Estimate 2014–2015: 300 Target 2016–2017: 325 (ii) Number of partner national statistical offices producing urban data and indicators Performance measures: Baseline 2012–2013: 15 Estimate 2014–2015: 25 Target 2016–2017: 35

(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels	(b) (i) Number of local and national governments that have used UN-Habitat flagship publications and best practices database for policy formulation Performance measures: Local governments Baseline 2012–2013: Not applicable Estimate 2014–2015: 300 Target 2016–2017: 350 National Governments: Baseline 2012–2013: Not applicable Estimate 2014–2015: 10 Target 2016–2017: 30 (ii) Increased number of partner countries producing national cities reports to enhance local and national policy planning Performance measures: Baseline 2012–2013: 7 Estimate 2014–2015: 10 Target 2016–2017: 13
(c) Improved capacity of national and local authorities and partners to formulate evidence-based policies or programmes	(c) Increased number of partner national and local authorities and other Habitat Agenda partners that are formulating evidence-based policies or programmes Performance measures: Baseline 2012–2013: Not applicable Estimate 2014–2015: 10 Target 2016–2017: 20

Strategy

142. The strategy for achieving the expected accomplishments is as follows:

(a) To improve the monitoring of urban conditions and trends, the subprogramme will specialize in several types of data and information, including the City Prosperity Index and data on streets and public spaces, security of tenure and income inequalities in slums. The Urban Indicators Programme and the UrbanInfo Database System will be strengthened to contribute to preparations for Habitat III. A global sample of cities to be developed will include spatial data and new indicators to respond to emerging themes;

(b) To improve knowledge on sustainable urbanization issues, the subprogramme will analyse available data and information to generate knowledge and insights that can form a basis for improved policy formulation and implementation; publish and disseminate flagship documents on sustainable urban development issues; develop partnerships with knowledge centres, including research institutions and universities, with the aim of exchanging knowledge and experiences on sustainable urban development; promote dialogues with and among practitioners in Member States to harness field-based knowledge and experience; and engage in the preparations for Habitat III and follow up on its outcome;

(c) To improve the capacity of national and local authorities and partners to formulate evidence-based policies or programmes, the subprogramme will work with the Habitat Partner University Network Initiative, the International Urban Training Centre project in the Republic of Korea, the Cities Alliance dissemination strategy for the Quick Guides on Housing the Poor in Africa and the World Urban Forum. Moreover, a UN-Habitat Urban Institute of Excellence will be established to provide tailored services to all Habitat Agenda partners.

External factors

143. The subprogramme is expected to achieve its expected accomplishments on the assumptions that (a) there will be continued interest and willingness by development agencies, financial institutions, national Governments and the private sector to support the planned work; and (b) there

will be political stability, commitment, goodwill and conditions for good governance in the participating cities, regions and countries.

Outputs[2]

144. During the biennium, subprogramme 7 will produce the following outputs:

1. Other services provided

(a) *Ad hoc expert group meetings*

(i) Meeting on research findings and method of compiling atlas of urban expansion (1) [2]

(ii) Meeting on the sustainable development goals and urban monitoring (1) [3]

(iii) Capacity needs to achieve the goals of the New Urban Agenda (2) [3]

(iv) Thematic hub workshops on the New Urban Agenda and the sustainable development goals concerned with sustainable cities (2) [2]

(v) Global meeting of universities on implementation of the sustainable development goals (2) [3]

(vi) Organization of mayors' city laboratories to monitor and report on the implementation of the New Urban Agenda (4) [3]

(vii) Implementation of the Accountability Academy on monitoring and reporting on the progress and achievements of the New Urban Agenda (1) [3]

(viii) Monitoring the City Prosperity Index: methods and results (3) [1]

2. Other substantive activities

(a) *Recurrent publications*

(i) World Cities Report (1) [1]

(ii) Abridged edition of the World Cities Report (1) [1]

(b) *Non-recurrent publications*

(i) Atlas on city growth (1) [1]

(ii) Publication on slum reports updates, including city data (1) [1]

(iii) Report on 300 cities joining the City Prosperity Index - analysis and results (1) [3]

(iv) Regional reports on the New Urban Agenda (1) [2]

(v) Regional reports on sustainable urbanization issues (2) [2]

(vi) State of the World's Cities report (1) [1]

(vii) The state of inequalities in cities: proposed sustainable development goals 10 and 11 (1) [2]

(c) *Technical materials*

(i) Guidelines on city monitoring using the City Prosperity Index (1) [3]

(ii) Open data on urban indicators (1) [3]

(iii) Training guidelines on monitoring and reporting on sustainable cities as part of the sustainable development goals (accountability systems) (2) [2]

(iv) Training of trainers on resources and knowledge products on New Urban Agenda themes and the City Prosperity Initiative (8) [1]

(v) Formalization of the Urban Centre of Excellence to support the New Urban Agenda (1) [3]

(vi) Atlas of Urban Expansion (1) [2]

(vii) City Prosperity Initiative action plans and policy recommendations (1) [2]

(viii) Monitoring urban form reports – street connectivity, public spaces and urban agglomerations - analysis and results (1) [2]

(ix) Monitoring income inequalities in cities – equity dimension of the City Prosperity Index and the connection to proposed sustainable development goal 10 (1) [1]

(x) Global database for the New Urban Agenda and the sustainable development goals (1) [1]

(xi) Development of new curricula on thematic areas of the New Urban Agenda (2) [2]

(d) *Special events*

(i) Side event linked to Habitat III – City Prosperity Index and best practices (1) [2]

(ii) Side event linked to Habitat III – urban expansions (1)[2]

3. **Technical cooperation**

(a) *Training courses, seminars and workshops*

(i) South-to-South cooperation and city-to-city problem-solving training programmes (4) [2]

(ii) Seminars and workshops to improve knowledge and awareness of governments on the effect of urban sprawl and low densities on sustainable urban growth (4) [2]

(iii) Executive training – mayors' city laboratory at Habitat III (2) [2]

(iv) Global events with universities and training institutions on capacity-building for the New Urban Agenda during Habitat III (10) [3]

(v) Global lectures on key development areas (46) [3]

Resource requirements ($27,424,800)

145. The resource requirements by source of funding for this area are set out in table 15.

Table 15

Resource requirements by source of funds for subprogramme 7

(Thousands of United States dollars)

Category	*2014–2015*	*Change*	*2016–2017*
Foundation general purpose			
Post	2 839.0	–	2 839.0
Non-post	1 614.4	–	1 614.4
Subtotal	**4 453.4**	**–**	**4 453.4**
Regular budget			
Post	3 422.8	–	3 422.8
Non-post	1 025.6	(615.0)	410.6
Subtotal	**4 448.4**	**(615.0)**	**3 833.4**
Foundation special purpose			
Post	203.0	13.5	216.6
Non-post	4 332.6	453.5	4 786.1
Subtotal	**4 535.7**	**467.0**	**5 002.7**
Technical cooperation			
Post	150.5	31.4	181.8
Non-post	9 255.7	4 697.7	13 953.4
Subtotal	**9 406.1**	**4 729.0**	**14 135.2**
Total by category			
Post	**6 615.3**	**44.9**	**6 660.2**
Non-post	**16 228.4**	**4 536.1**	**20 764.6**
Total	**22 843.7**	**4 581.1**	**27 424.8**

146. The proposed budget for subprogramme 7, Research and capacity development, is estimated at $27.4 million, as reflected in table 15, of which $4.5 million is funded from the Foundation general purpose fund, $3.8 million from the regular budget, $5 million from the Foundation special purpose fund and $14.1 million from the technical cooperation fund. Resources of the regional offices and the Programme Division have been distributed across all subprogrammes.

(a) Foundation general purpose

147. An amount of $4.5 million provides for 13 posts and staff expenditure at a cost of $2.8 million and non-post costs of $1.6 million. Non-post costs cover costs associated with consultants and experts, travel, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

(b) Regular budget

148. The amount of $3.8 million provides for 12 posts at a cost of $3.4 million and non-post costs of $400,000. Resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the programme budget for 2016–2017.

(c) Foundation special purpose

149. The amount of $5 million provides staff expenditure at a cost of $200,000 and $4.8 million of project expenditure in line with the target project activities for the biennium.

(d) Technical cooperation

150. The amount of $14.1 million provides for one post and staff expenditure at a cost of $200,000 and $13.9 million of project expenditures in line with the target project activities for the biennium.

H. Programme Division

Objective of the Organization

151. The overall objective of the Programme Division is to strengthen programme coordination and oversee effective implementation of the programme of work of UN-Habitat.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of UN-Habitat projects	(a) (i) Percentage of projects that deliver planned outputs and outcomes within the planned project period Performance measures: Baseline 2012–2013: 60 per cent Estimate 2014–2015: 40 per cent Target 2016–2017: 60 per cent (ii) Percent of projects rated above satisfactory by independent evaluations Performance measures: Baseline 2012–2013: Not applicable Estimate 2014–2015: 70 per cent Target 2016–2017: 90 per cent

(b) Improved coordination and mainstreaming of the cross-cutting issues across all UN-Habitat's programmes and projects	(b) Increased percentage of human settlements programmes and projects reflecting cross-cutting issues: gender, human rights, youth and climate change Performance measures: Gender Baseline 2012–2013: 30 per cent Estimate 2014–2015: 60 per cent Target 2016–2017: 80 per cent Human rights Baseline 2012–2013: 10 per cent Estimate 2014–2015: 50 per cent Target 2016–2017: 70 per cent Youth Baseline 2012–2013: 30 per cent Estimate 2014–2015: 60 per cent Target 2016–2017: 80 per cent Climate change Baseline 2012–2013: 10 per cent Estimate 2014–2015: 50 per cent Target 2016–2017: 70 per cent
(c) Improved reflection of urban development issues in the United Nations Development Assistance Framework at country level and in regional reports	(c) Increased number of United Nations Development Assistance Frameworks in targeted countries incorporating urban development Performance measures: Baseline 2012–2013: 7 Estimate 2014–2015: 14 Target 2016–2017: 20

Strategy

152. The Programme Division will be responsible for overall coordination of the UN-Habitat project portfolio by supporting implementation of the project management cycle, from project strategy, resources, formulation, approval and implementation to monitoring. The strategy of the Programme Division will be as follows:

(a) Coordinate and oversee implementation of UN-Habitat's work programme by regional offices and branches;

(b) Develop procedures, policies and guidelines for strengthening the operational efficiency of project formulation, implementation and management;

(c) Act as the secretariat to the Project Advisory Group, ensuring quality at entry, including a focus on results, programme coherence, integration of normative and operational activities, and alignment of project outputs and results with those in the approved work programme and budget and strategic plan of the organization;

(d) Ensure the application and sharing of lessons learned and best practices;

(e) Support and ensure mainstreaming of cross-cutting issues, including environment, youth, gender considerations and human rights, in all projects at formulation and during implementation as well as providing guidance on the mainstreaming process;

(f) Support the implementation of project initiatives on the empowerment of women and other cross-cutting issues;

(g) Implement an updated comprehensive monitoring system for all projects; support the development of project monitoring plans; monitor all projects to ensure progress and achievement of planned results; and provide regular status reports;

(h) Provide clear guidance for joint programming – the delivering as one initiative – and support the participation of country offices and Habitat programme managers in the formulation of the United Nations Development Assistance Framework;

(i) Provide technical and advisory services on unanticipated and emerging needs in policy, strategy and programme formulation for developing countries and countries with economies in transition and facilitate capacity-building, knowledge transfer and inter-country learning in line with the New Urban Agenda;

(j) Support, coordinate and monitor implementation of Cities Alliance and Development Account projects.

External factors

153. It is anticipated that results will be achieved on the assumptions that (a) Member States will remain committed to resolutions adopted by the Governing Council; and (b) that donors will increase their support for UN-Habitat programmes and projects.

Outputs[2]

154. During the biennium, the Programme Division will produce the following outputs:

1. **Other substantive activities**

(a) *Non-recurrent publications*

(i) Biennial report on mainstreaming of the cross-cutting issues (1) [1]

(ii) Compilation of UN-Habitat tools related to cities and climate change (1) [2]

(iii) Biennial report on the UN-Habitat policy and plan for gender equality and the empowerment of women (1) [1]

(iv) UN-Habitat report on the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (2) [1]

(b) *Technical materials*

(i) Revised guidelines on the Project Advisory Group process (1) [2]

(ii) Project Advisory Group rating and approval checklist (1) [2]

(iii) Revised and updated project cycle management manual (1) [2]

(iv) Guidelines on UN-Habitat's involvement in the United Nations Development Assistance Framework and delivering as one (2) [2]

(v) Habitat country programme documents in collaboration with regional offices and thematic branches (25) [2]

(c) *Special events*

(i) Gender advocacy events held jointly with substantive units (World Urban Forum, Governing Council, Commission on the Status of Women, Preparatory Committees for Habitat III and the conference itself) (6) [2]

2. **Technical cooperation**

(a) *Advisory services*

(i) Project monitoring and learning events (10) [2]

(ii) Support to project development and quality assurance (1) [1]

(iii) Mainstreaming cross-cutting issues in project development (6) [1]

(iv) Advisory Group on Gender Issues (annual meetings) (2) [1]

(v) Advisory services related to the coordination of United Nations Development Group and inter-agency programmes (20) [1]

(b) *Training courses, seminars and workshops*

(i) Results-based project management training (6) [2]

(ii) Training courses on project monitoring (6) [2]

(iii) Mainstreaming cross-cutting issues (10) [1]

(iv) Gender capacity-building (5) [2]

V. Programme support

155. Programme support is delivered by the Management and Operations Division. It comprises resource management, resource mobilization, programme planning and reporting, oversight and legal services. The Division coordinates resource mobilization, financial and human resources management and administration, project administration, support services in the areas of ICT, information and knowledge management systems, business processes, oversight and legal functions as well as quality assurance functions, which comprise results-based management and programme planning, monitoring and reporting. UN-Habitat is supported by the United Nations Office at Nairobi in the areas of financial administration and accounting, human resource administration, business guidelines and processes and ICT services, among others, and by other service providers including UNDP and the United Nations Office for Project Services for operations at country and regional levels.

Objective of the Organization

156. The overall objective of programme support is to strengthen organizational accountability, financial resources and systems management for effective delivery of the work programme and budget.

Expected accomplishments of the Secretariat	Indicators of achievements
(a) Improved accountability and efficiency	(a) (i) Enhanced financial performance against targets specified in key performance indicator frameworks Performance measures: Baseline 2012–2013: not applicable Estimate 2014–2015: 50 per cent Target 2016–2017: 80 per cent (ii) Increased percentage of staff have certified training on the Umoja enterprise resource planning system Performance measures: Baseline 2012–2013: 0.5 per cent Estimate 2014–2015: 60 per cent Target 2016–2017: 90 per cent
(b) Enhanced compliance of gender balance targets and reduced recruitment time	(b) (i) Reduced number of days for recruitment processes under the control of UN-Habitat Performance measures: Baseline 2012–2013: 123 days Estimate 2014–2015: 55 days Target 2016–2017: 55 days (ii) Percentage of women appointed to senior-level posts in the Professional and management categories Performance measures: Baseline 2012–2013: 20 per cent Estimate 2014–2015: 33 per cent Target 2016–2017: 50 per cent
(c) Results-based-management principles applied	(c) (i) Percentage of staff applying results-based management skills in their work Performance measures: Baseline: 2012–2013: 40 per cent Estimate 2014–2015: 75 per cent Target 2016–2017: 85 per cent (ii) Percentage of approved projects fully aligned with the work programme and budget Performance measures: Baseline 2012–2013: 60 per cent Estimate 2014–2015: 80 per cent Target 2016–2017: 100 per cent

Expected accomplishments of the Secretariat	Indicators of achievements
(d) Strengthened accountability on implementation of accepted audit recommendations	(d) Increased percentage of accepted audit and inspection recommendations on UN-Habitat implemented within required time frame Performance measures: Baseline 2012–2013: 92 per cent Estimate 2014–2015: 95 per cent Target 2016–2017: 97 per cent
(e) Programme of work is effectively monitored and delivered	(e) (i) Increased percentage of the approved programme of work implemented in a timely manner as reflected in the programme performance report and annual progress report on the strategic plan Performance measures: Baseline 2012–2013: 92 per cent Estimate 2014–2015: 94 per cent Target 2016–2017: 95 per cent (ii) Increased percentage of strategic plan indicator targets met or exceeded Performance measures: Baseline 2012–2013:81 per cent Estimate 2014–2015: 85 per cent Target 2016–2017: 90 per cent
(f) Improved knowledge management systems to support the organization and Habitat Agenda partners	(f) (i) Number of staff visits to the intranet Performance measures: Baseline 2012–2013: Not applicable Estimate 2014–2015: 320,000 Target 2016–2017: 350,000 (ii) Number of staff visits to the knowledge pages in the Project Accrual and Accountability System Performance measures Baseline 2012–2013: Not applicable Estimate 2014–2015: Target 2016–2017: (iii) Increase in number of major networks on the Urban Gateway Performance measures: Baseline 2012–2013: 2 Estimate 2014–2015: 6 Target 2016–2017: 8 (iv) Increase in the number of registered partners on the Urban Gateway Performance measures: Baseline 2012–2013: 5,100 Estimate 2014–2015: 8,500 Target 2016–2017: 13,500
(g) Improved effectiveness and efficiency of business processes	(g) Percentage of outposted offices with easy access to UN-Habitat corporate administrative and internal communication systems Performance measures: Baseline 2012–2013: 80 per cent Estimate 2014–2015: 95 per cent Target 2016–2017: 98 per cent

Expected accomplishments of the Secretariat	Indicators of achievements
(b) Enhanced protection of the legal interests of the organization	(b) (i) Percentage of legal agreements and instruments cleared and reviewed by the Legal Office within five working days Performance measures: Baseline 2012–2013:70 per cent Estimate 2014–2015: 80 per cent Target 2016–2017: 90 per cent (ii) Percentage of legal agreements and Instruments received by the Legal Unit that conform to issued guidelines and procedures Performance measures: Baseline 2012–2013:70 per cent Estimate 2014–2015: 80 per cent Target 2016–2017: 90 per cent
(i) Increased core income of UN-Habitat.	(i) (i) Number of new donor countries contributing and existing donor countries increasing contributions Performance measures: Baseline 2012–2013: 11 Estimate 2014–2015: 16 Target 2016–2017: 20 (ii) Increased level of total income received by UN-Habitat Performance measures: Baseline 2012–2013: $350 million Estimate 2014–2015: $360 million Target 2016–2017: $380 million

Strategy

157. In carrying out its functions, the Management and Operations Division will:

(a) Ensure the efficient, effective and transparent allocation of the human and financial resources of the organization and other assets to meet its strategic and operational priorities and will also promote transparent financial management, effective reporting, strong financial accountability and governance. This will include the development of key performance indicators and benchmarks related to proactive monitoring of contribution and implementing agreements, ensuring that anti-corruption measures are incorporated into the agreements and that new project acquisition and implementation rates are consistent with planned activities. In addition, financial procedures will be updated and training given to ensure a common understanding and implementation of the International Public Sector Accounting Standards and successful utilization of the Umoja enterprise resource planning system;

(b) Finalize deployment of the Umoja enterprise resource planning system and related interface with PAAS to support sound financial and project management and greater efficiency; and to realize the benefits of integrated coordinated business processes that facilitate greater delegation of authority to the point of delivery, with automated checks and balances to ensure compliance with financial and administrative rules and regulations and that utilization of expenditures conforms to its intended purpose in line with United Nations system-wide reforms;

(c) Enhance delivery and effectiveness of the work programme and budget for 2016–2017 in accordance with a policy aimed at aligning human resources with organizational needs and based on merit and balanced geographical and gender representation. This will be implemented through simplified and streamlined procedures and tools aligned with Umoja processes. It will also take into account the human resource needs at the regional and field levels. In addition, UN-Habitat will continue to work towards reducing the number of days required for recruitment processes under its control, namely recommendation and selection of candidates, while working in close collaboration

with the United Nations Office at Nairobi to substantially reduce the overall average number of days for staff recruitment. Staff development through effective training programmes in substantive programme areas, results-based management, leadership and management skills, ethics, etc. will be undertaken to improve accountability, the quality of services and programme delivery;

(d) Lead, coordinate and strengthen application of results-based management, especially in the programme planning process, performance monitoring and streamlined performance reporting; provide guidance, tools and capacity-building on programme planning, monitoring and reporting; ensure that the biennial strategic framework and work programme for 2016–2017 are derived from the six-year strategic plan 2014–2019; monitor the programme of work through the Integrated Monitoring and Documentation Information System and PAAS; and prepare performance reports for senior management, the Committee of Permanent Representatives, the Governing Council and the General Assembly; update results-based management tools and enhance use of performance data to improve organizational learning, planning, management decision-making, programme performance and accountability;

(e) Support internal and external audit processes; ensure effective follow-up and implementation of all audit recommendations; promote and enforce sound risk management systems and practices aimed at improving the overall performance and accountability of the organization. The Division will develop, update and streamline operational policies and procedures in critical business areas, including areas with administrative bottlenecks; review compliance of the activities of the organization with established policies, plans and procedures; continuously assess the effectiveness of the organization's controls, including delegations of authority and the accountability framework; improve workflows and automate processes; and improve control systems;

(f) Take a lead role in updating and implementing the UN-Habitat resource mobilization strategy at the corporate level, further strengthening the strategy and the action plan across the organization with the support of the field offices and branches in order to enhance contributions to both core and earmarked funds. Special attention will be given to mobilizing sustainable and predictable core funds, further improving sustained dialogue with existing donors and seeking to expand the core donor base to non-traditional donors, including countries with emerging economies, middle-income countries and developing countries. Non-earmarked contributions and the expansion of the donor base will be further enhanced by supporting improved approaches by branches and field offices to emerging new donor countries and non-State actors, including the private sector, the United Nations pooled systems and other upcoming sources of funding such as municipalities. Special efforts will be made to identify new sources of funding and funding instruments;

(g) Enhance the ICT infrastructure strategy, action plan and governance to ensure that ICT solutions support strategic and operational needs, including the upgrade of infrastructure in outposted offices to facilitate their access to mission-critical applications, including Umoja enterprise resource planning and PAAS; develop and enhance current applications, including in the areas of business intelligence tools, staff collaboration and knowledge management;

(h) Strengthen internal and external knowledge systems through institution of a knowledge focal point mechanism to ensure consistent updates on the intranet of critical documents on strategy, policy and procedures; send regular e-mails to all staff to inform them of updates on management, policy and administrative issues; and enhance self-service and online collaboration tools. The knowledge resources on PAAS will include a corporate knowledge base, compiled from the organization's corporate project portfolio, on lessons learned, best practices, archives, evaluations and project impact reports to support knowledge reuse and build on approaches that have worked well, thereby avoiding previous mistakes. To support resource mobilization, enhanced features will be developed to enable more automated updates and more relevant market intelligence information on donor funding, including calls for proposal updates. Technical materials and training will be developed to encourage greater usage of knowledge systems. An enterprise content management system will be implemented, as part of a wider United Nations initiative, to promote proper documents management, record-keeping and archiving systems. Development of network features will continue to increase the number of key partner networks using the Urban Gateway as the platform for knowledge exchange and collaboration; features to be added include current research on urbanization topics and value-added services that generate revenue to support the platform's sustainability;

(i) Provide guidance in the preparation of legal instruments on partnerships, and work towards reducing legal disputes through the timely and effective review of legal instruments. It will also provide clear and comprehensive legal advice to senior management and other staff to minimize the possibility of claims and cases against the organization. The Division will conduct periodic

reviews of legal instruments and tools and update them as necessary, and will build staff capacity in the use of UN-Habitat legal agreements and instruments;

(j) Develop, update and streamline operational policies and procedures in critical business areas; review compliance of the activities of the organization with established policies, plans and procedures; continuously assess the effectiveness of the organization's controls, including delegations of authority and the accountability framework; improve workflows and automate processes; improve control systems; enhance staff capacity through effective training in results-based management, leadership and management skills, including ethics training, to strengthen staff accountability and performance; undertake performance management to improve the quality of services and, together with the United Nations Office at Nairobi, support the change management process;

(k) Coordinate and manage project administration functions across the Programme to ensure consistent, effective support for the financial and programmatic requirements of all projects;

(l) Monitor the quality and delivery of services by third parties, including the United Nations Office at Nairobi, to ensure that they meet agreed levels of service and are delivered in a cost-effective manner.

External factors

158. It is anticipated that results will be achieved on the assumptions that (a) resources will be forthcoming to enable the organization to strengthen management and supporting systems; and (b) that UN-Habitat's service providers will have the capacity to support efficient delivery, particularly at country level, and administrative policies to support the greater delegations of authority and self-service model made possible by the Umoja enterprise resource planning system.

Outputs[2]

159. During the biennium, the Management and Operations Division will produce the following outputs and services:

1. Administrative support services

(a) *Programme planning and budgeting*

(i) Definition, monitoring and reporting on the project management benchmark framework (4) [I]

(ii) Regular comprehensive financial reports for management, the Committee of Permanent Representatives, United Nations Headquarters, donors and other partners for the biennium 2014–2015 (30) [I]

(iii) Budget performance reports and financial forecasts (8) [I]

(iv) Key performance indicator targets on financial management (1) [I]

(v) Strategic framework 2020–2021 (1) [I]

(vi) Work programme and budget 2018–2019 (1) [I]

(vii) Annual workplans (2) [I]

(viii) Updated results-based management tools: policy, handbook and training manual (3) [I]

(ix) Documentation to support intergovernmental processes (Advisory Committee on Administrative and Budgetary Questions, Committee for Programme and Coordination) (1) [I]

(x) GC Governing Council resolution on programme budget(1) [I]

(b) *Human resources management*

(i) Human resource features of Umoja deployment (1) [I]

(ii) Enhanced processes to support more efficient recruitment activities (1) [I]

(iii) Updated service level agreements with service providers (1) [I]

(iv) Framework to enable systematic monitoring and promotion of compliance with gender and geographical balance for all new recruitment (1) [I]

(c) *Internal oversight services*

(i) Senior management programme review reports (4) [1]

(ii) Annual progress report on the strategic plan (2) [1]

(iii) Programme performance report 2014 –2015 for the General Assembly (1) [1]

(iv) Reports of the Integrated Monitoring and Documentation Information System (4)[2]

(v) Coordinate monitoring and reporting on delivery of outputs, expected accomplishments and indicator targets in the Information Monitoring and Documentation Information System and PAAS (1) [1]

(vi) Capacity assessment of the status of results-based management in UN-Habitat (capacity scan) (1) [1]

(vii) Report on audit implementation (8) [1]

(d) *Technical materials*

(i) International Public Sector Accounting Standards (IPSAS)- and Umoja-compliant standard operating procedures (1) [1]

(ii) Enterprise risk management policy and framework (1) [1]

(iii) Project management tool/IPSAS scorecard (12) [1]

(iv) Enhanced information and knowledge management tools (1) [1]

a. Knowledge self-service tools on the intranet

b. Knowledge exchange and collaboration tools

c. Enterprise content management system

d. Knowledge resources on PAAS

(v) Enhanced external knowledge exchange system (1) [1]

a. Four new networks on the Urban Gateway

b. Income-generating features for sustainability of the Urban Gateway

c. Marketing tools to increase level of collaboration and knowledge exchange

(vi) Enhanced ICT infrastructure and systems to support Umoja in all major offices (1) [1]

(vii) Business continuity plan (update) (1) [1]

(viii) Database of UN-Habitat legal agreements and instruments (1) [1]

(ix) Updated UN-Habitat legal agreements and instruments on UN-Habitat's Habnet (1) [1]

(x) Guidelines on the use of UN-Habitat legal agreements and instruments (1)[1]

(xi) Policy and procedures for clearing UN-Habitat legal agreements and instruments (1)[1]

(xii) Long-term cooperation agreements and new model regional and thematic specificity (core and normative) (6) [1]

(xiii) Elaborate funding priority plan (2) [1]

(xiv) Expand and maintain documentation information system and expertise (20) [1]

(xv) Special appeals to Member States (1) [1]

(e) *Training courses, seminars and workshops*

(i) Trainings/coaching (results-based management) (8) [2]

(ii) Training on the use of UN-Habitat's legal agreements and instruments, policy and procedures for clearing agreements and other relevant legal matters (5) [2]

(iii) Information and knowledge management tools training (4) [2]

a. Enhanced information focal point framework

b. Training materials on information and knowledge management systems

c. Training on information and knowledge management systems

(f) *Advisory services*

(i) Donor consultations (core, normative, projects) (16) [1]

(ii) Support all UN-Habitat offices on development and quality assurance of UN-Habitat legal agreements and instruments (1) [1]

(iii) Representation of the organization before the United Nations Dispute Tribunal (1) [1]

Resource requirements ($9,680,400)

160. The resource requirements by source of funding for this area are set out in table 16.

Table 16

Resource requirements by source of funds

(Thousands of United States dollars)

Category	*2014–2015*	*Change*	*2016–2017*
Foundation general purpose			
Post	3 315.8	–	3 315.8
Non-post	1 420.2	–	1 420.2
Subtotal	**4 736.0**	**–**	**4 736.0**
Regular budget			
Post	1 803.2	–	1 803.2
Non-post	108.9	(69.6)	39.3
Subtotal	**1 912.1**	**(69.6)**	**1 842.5**
Foundation special purpose			
Post	1 930.9	45.3	1 976.2
Non-post	1 080.3	(382.1)	698.2
Subtotal	**3 011.2**	**(336.8)**	**2 674.5**
Technical cooperation			
Post	407.8	19.6	427.4
Non-post	171.5	(171.5)	-
Subtotal	**579.3**	**(151.9)**	**427.4**
Total by category			
Post	**7 457.8**	**64.9**	**7 522.7**
Non-post	**2 780.9**	**(623.2)**	**2 157.7**
Total	**10 238.7**	**(558.3)**	**9 680.4**

161. The proposed budget for programme support is estimated at $9.7 million, as reflected in table 16, of which $4.7 million will be funded from the Foundation general purpose fund, $1.8 from the regular budget, $2.7 million from the Foundation special purpose fund and $400,000 from the technical cooperation fund.

(a) Foundation general purpose

162. The amount of $4.7 million provides for 16 posts at a cost of $3.3 million and non-post costs of $1.4 million. Non-post costs cover costs associated with consultants and experts, travel, contractual services, payments to implementing partners, general operating expenses, supplies and materials, furniture and equipment and reimbursement for services provided by the United Nations Office at Nairobi.

(b) Regular budget

163. The amount of $1.8 million provides for seven posts at a cost of $1.8 million and non-post costs of $40,000. The resource requirements have been maintained at the same level pending a review of the proposals to be submitted to the General Assembly for approval as part of the United Nations programme budget for 2016–2017.

(c) Foundation special purpose

164. The amount of $2.7 million provides for 14 posts at a cost of $2.0 million and non-post costs of $700,000.

(d) Technical cooperation

165. The amount of $400,000 provides for two posts.

Annex I

Legislative mandates

A. Overall programme

1. General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
60/1	2005 World Summit Outcome
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/213	Fourth United Nations Conference on the Least Developed Countries
67/173	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
68/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

2. Economic and Social Council resolutions

2003/62	Coordinated implementation of the Habitat Agenda
2011/6	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2011/21	Human settlements
2012/27	Human settlements
2013/22	Human settlements
2014/30	Human settlements

3. Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/1	Youth and human settlements
20/7	Gender equality in human settlements development
20/15	Habitat Programme Managers and regional offices
21/2	Medium-term strategic and institutional plan for 2008–2013
23/1	Gender equality and empowerment of women in sustainable urban development
23/5	World Urban Forum
23/11	Work programme and budget of the United Nations Human Settlements Programme for the biennium 2012–2013

23/13	Governance of the United Nations Human Settlements Programme
24/4	Gender equality and women's empowerment to contribute to sustainable urban development
24/10	Urbanization and sustainable urban development in the post-2015 development agenda
24/13	Country activities by the United Nations Human Settlements Programme
24/15	Strategic plan for 2014–2019 and the work programme and budget of the United Nations Human Settlements Programme for the biennium 2014–2015

B. Subprogramme 1: Urban legislation, land and governance

Governing Council resolutions

20/16	Enhancing the involvement of civil society in local governance
20/18	Decentralization and strengthening of local authorities
21/3	Guidelines on decentralization and strengthening of local authorities
21/9	Women's land and property rights and access to finance
22/1	Third session of the United Nations conference on housing and sustainable development
23/14	Sustainable urban development through policies for safer cities and urban crime prevention
23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
24/5	Pursuing sustainable development through national urban policies

C. Subprogramme 2: Urban planning and design

1. General Assembly resolutions

53/242	Report of the Secretary-General on environment and human settlements
63/281	Climate change and its possible security implications

2. Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/5	Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum dwellers
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/20	Thirteenth session of the Commission on Sustainable Development
22/3	Cities and climate change
23/4	Sustainable urban development through access to quality urban public spaces
24/3	Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning

D. Subprogramme 3: Urban economy

1. General Assembly resolutions

65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
67/215	Promotion of new and renewable sources of energy
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
67/289	The United Nations in global economic governance

2. Governing Council resolutions

22/4	Strengthening the development of urban young people
23/7	Urban youth development: the next step
23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor
24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender
24/12	Youth and sustainable urban development

E. Subprogramme 4: Urban basic services

1. General Assembly resolutions

58/217	International Decade of Action, "Water for Life", 2005–2015
65/153	Follow-up of the International Year of Sanitation, 2008
67/291	Sanitation for All

2. Governing Council resolutions

22/8	Guidelines on access to basic services for all
23/12	Coordinated implementation of the guidelines on access to basic services for all and the guidelines on decentralization and strengthening of local authorities
23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
24/2	Strengthening the work of the United Nations Human Settlements Programme on urban basic services

F. Subprogramme 5: Housing and slum upgrading

Governing Council resolutions

19/18	Human settlements development in the occupied Palestinian territories
21/7	Sustainable public–private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading
21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/1	Third session of the United Nations Conference on housing and sustainable development

23/3	Support for pro-poor housing
23/8	Third United Nations conference on housing and sustainable urban development
23/9	Global and national strategies and frameworks for improving the lives of slum dwellers beyond the Millennium Development Goals target
23/16	Formulation of a global housing strategy
24/6	Supporting action for the creation of safer cities
24/7	Making slums history: a worldwide challenge
24/8	Regional technical support on sustainable housing and urban development including the Arab States Ministerial Forum on Housing and Urban Development
24/9	Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift
24/14	Inputs for and support to the preparatory process of the third United Nations conference on housing and sustainable urban development (Habitat III)

G. Subprogramme 6: Risk reduction and rehabilitation

1. General Assembly resolutions

59/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
61/200	Natural disasters and vulnerability
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/133	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
65/135	Humanitarian assistance, emergency relief, rehabilitation, recovery and reconstruction in response to the humanitarian emergency in Haiti, including the devastating effects of the earthquake
65/136	Emergency and reconstruction assistance to Haiti, Saint Lucia, Saint Vincent and the Grenadines and other countries affected by Hurricane Tomas
65/158	International cooperation to reduce the impact of the El Niño phenomenon
66/199	International Strategy for Disaster Reduction
67/231	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

2. Governing Council resolutions

20/17	Post-conflict, natural and human-made disaster assessment and reconstruction
23/18	Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development

H. Subprogramme 7: Research and capacity development

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
66/137	United Nations Declaration on Human Rights Education and Training

Annex II

Organizational structure and post distribution for the biennium 2016–2017

(Abbreviations: USG Under-Secretary-General; ASG Assistant Secretary-General; LL Local Level; GL Other Level; FND foundation general purpose; RB regular budget)

Summary of posts	
Foundation general purpose	130
Regular budget	74
Other funds	76
Total posts	281